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METHODS OF EVALUATING TANK PLATOON BATTLE RUN PERFORMANCE: DESIGN GUIDELINES

Ted W. Allen, Eugene Johnson III, George R. Wheaton
American Institutes for Research

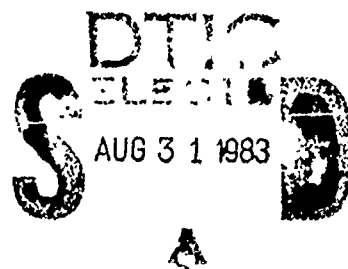
C. Mazie Knerr
Human Resources Research Organization

and

G. Gary Boycan
Army Research Institute

SIMULATION SYSTEMS TECHNICAL AREA

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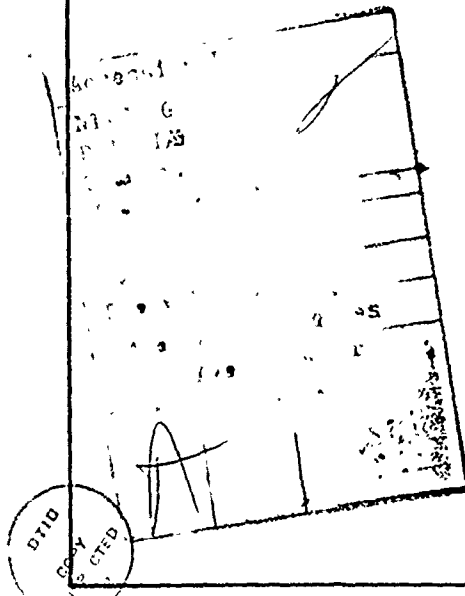
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evaluating the platoon Table IX battle run. It is aimed at the Battalion S-3 and his designated Officer-in-Charge (OIC).

Guidance is provided in the detailed planning for the battle run. Procedures are suggested for mission selection, a range/terrain reconnaissance, the specification of the mission scenario (e.g., development of orders, target composition and location), the selection of mission tasks for evaluation, the specification of task conditions, the specification of performance standards and the development of evaluation forms. Guidelines primarily concerned with procedures for evaluator selection and training (e.g., duties and responsibilities, observation and recording techniques, reporting procedures), are provided to assist in the conduct of the battle run. A platoon battle run wargame, using a terrain board representation of the range, is presented to assist the local battalion in setting performance standards and in training the evaluation team. Guidance is provided for the use of the performance data collected during the battle run. Techniques are suggested to assist in data collection and the interpretation of performance data for qualification and diagnosis. Finally, guidance is provided for the proper documentation of the Table IX effort to allow for a more consistent implementation of Table IX and to prevent future planners from having to repeat much of the same work.



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BATTLE RUN PERFORMANCE:
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Ted W. Allen, Eugene Johnson III, George R. Wheaton
American Institutes for Research

C. Mazie Knerr
Human Resources Research Organization

and

G. Gary Boycan
Army Research Institute

Submitted by:
Frank J. Harris, Chief
SIMULATION SYSTEMS TECHNICAL AREA

Approved by:
Harold F. O'Neil Jr., Director
TRAINING RESEARCH LABORATORY

U.S. ARMY RESEARCH INSTITUTE FOR THE BEHAVIORAL AND SOCIAL SCIENCES
5001 Eisenhower Avenue, Alexandria, Virginia 22333

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FOREWORD

The US Army Research Institute for the Behavioral and Social Sciences (ARI) performs research and development to improve the training and evaluation of military units. Because of the high costs associated with use of live main gun ammunition, tank platoon gunnery performance is an area of special interest.

The gunnery program for Armor units culminates with a series of platoon battle runs, in which the individual crews comprising the platoon function as a coordinated unit. These exercises require the platoon to control and distribute fire against a variety of multiple target arrays while maneuvering tactically. Battle runs may be dry fired, simulation fired, or fired using live main gun ammunition depending upon the specific purpose to be served.

In this report guidance is provided to assist in the planning and conduct of tank platoon battle runs. Procedures are described for selecting mission scenarios; determining mission tasks, conditions and performance standards; and collecting and interpreting performance data to support training diagnostic and qualification decisions.



JOSEPH ZIDNER
Technical Director

METHODS OF EVALUATING TANK PLATOON BATTLE RUN PERFORMANCE: DESIGN GUIDELINES

BRIEF

Requirement:

To provide improved techniques and guidelines for the evaluation of tank platoon battle run performance. Objectives include the specification of: (1) organizationally sound planning techniques, (2) objective performance measures, (3) field-tested data collection procedures, and (4) procedures for analyzing and interpreting platoon performance measures.

Procedure:

Previously developed procedures for evaluating tank platoon battle run performance were reviewed at the U.S. Army Armor School (Fort Knox, KY) and field tested with the 1/77 at Fort Carson, CO. Experts from the U.S. Army Armor School reviewed the list of mission tasks for offensive and defensive battle runs. Tasks were rated for (1) difficulty to learn, (2) difficulty to perform, (3) importance to mission success, and (4) criticality for Table IX evaluation. The armor experts also played and critiqued a platoon battle run war game, using a Delphi mode of play.

The refined procedures for battle run evaluation were field tested during an actual battle run with the 1/77 at Fort Carson. Guidance was provided during the planning stages to assist the Battalion S-3 and OIC in planning, conducting and evaluating the Table IX. Training and Evaluation Outlines (T&EOs) and Scoresheets were developed and used in the battle run. The platoon battle run war game and a two-dimensional terrain board were used to train evaluators, assist in setting performance standards, and familiarize platoon leaders with the mission and terrain. The feasibility of using tape recorders in data collection was explored.

Findings:

Using the ratings from the armor experts, a prioritized mission task list was developed. Tasks in this list are labeled as "critical," "important," "nice to have," and "not so important," depending on how the experts rated the task with respect to Table IX evaluation. Procedures were developed for using this prioritized mission task list to select tasks

for evaluation in Table IX.

The candidate procedures, field tested at Fort Carson, generally proved to be feasible and viable techniques for planning and conducting a Table IX evaluation. The T&EOs provided a clear and efficient medium for summarizing platoon scores. The scoresheets and tape recorders proved helpful, though difficult to handle when riding the bustle of the tank in rough terrain. The terrain board and war game were demonstrated to be an efficient, viable method for setting standards and for familiarizing personnel with their duties.

Utilization of Findings:

Given the overwhelming importance of effective platoon performance skills to success on the battle field, and the high costs associated with the development and assessment of such skills, ways must be explored for improving the evaluation of tank platoon performance. These guidelines represent a sound and cost-efficient manner in which to improve this evaluation.

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CHAPTER I

INTRODUCTION

Background

History of Battle Runs

The platoon battle run (or Table IX) is a relatively new concept. Ten years ago, there was no Table IX, and gunnery training culminated in crew qualification on Table VIII. With the publication of TC 17-12-5¹ in 1975, however, battle runs were recommended, primarily as follow-on training activities. They were to be conducted after individual crews had demonstrated their ability to shoot on Table VIII. Today, the Table IX (as in Draft FM 17-12-2, Change 2, 1973)² is administered primarily for the purpose of documenting platoon competence in small unit gunnery. Platoon qualification is the final hurdle before a platoon participates in follow-on training and evaluation studies with the company team.

The content of Table IX has evolved from recommendations of experts on armor tactics. Realizing that comprehensive and exhaustive testing of platoon gunnery skills in all tactical situations is impossible because of resource constraints, the designers of Table IX have attempted to distill the essence of platoon gunnery into a manageable set of exercises. To this end, tactical scenarios have been developed. These portray both offensive and defensive platoon missions with threat arrays that represent those most likely to be encountered on the battle field. As a whole, the situations portrayed represent a challenging, small-unit firing course in which the tactical application of gunnery skills, developed in earlier tables, is combined with tactical maneuver and decision making. Quick target hits on multiple targets, teamwork in getting those hits, the ability of the unit to shift, distribute, and control its fires, tactical movement, and maneuvering to take advantage of the terrain are all emphasized.

¹/ U.S. Army Armor School. Tank gunnery training. TC 17-12-5. Fort Knox, KY: Author, 1975.

²/ U.S. Army Armor School. Tank gunnery. FM 17-12-2, Change 2 (Draft). Fort Knox, KY: Author, 1973.

Conduct of Battle Runs

Ideally, platoons should fire Table IX a number of times, initially using dry-fire and sub-caliber techniques to practice their gunnery skills. Eventually, they fire the battle run for qualification, using service ammunition. Evaluation of a platoon's performance on these occasions is based on a variety of measures and scoring procedures, depending on the particular version of Table IX under consideration.

The performance data collected during the battle run are used to make decisions about training deficiencies, as well as about qualification. In the first case, the intention is to pinpoint platoon strengths and weaknesses. Deficiencies can then be singled out for remedial training. In the second case, a decision is made about the platoon's overall level of competence. Qualified platoons are to possess the types and levels of proficiency that enable them to contribute to tactical missions undertaken by the company team or battalion.

Purpose

The purpose of this document is to assist the local battalion in the planning, conduct, and evaluation of Table IX. The guidance provided here is intended to supplement and augment the guidance in FM 17-12³ and associated supplements (FM 17-12-1 [XML]⁴, FM 17-12-2 [M43A5, M50, M60A1,

3/ U.S. Army Headquarters, Department of the Army. Tank gunnery. FM 17-12. Washington, DC: Author, 1977.

4/ U.S. Army Headquarters, U.S. Army Armor Center. Tank gunnery for XML main battle tank. FM 17-12-1. Washington, DC: Author, 1979.

M60A1-AOS]⁵, FM 17-12-3 [M60A3]⁶, and FM 17-12-4 [M60A2])⁷. These manuals offer general guidance. The present document is designed to provide specific guidance in the following areas:

- Preparation and Planning for Table IX,
- Selection and Development of the Scenario,
- Development of Performance Standards,
- Conduct of the Evaluation, and
- Use of the Data.

The guidance in this document is aimed at the Battalion S-3 and his designated Officer-in-Charge (OIC). Although only the first part of Chapter II specifically addresses the S-3's duties, both the S-3 and OIC should read and be familiar with the complete document. While it will be the OIC who actually implements many of the techniques and procedures described here, the S-3 must be thoroughly familiar with the process if he is to successfully supervise and coordinate the effort.

5/ U.S. Army Headquarters, Department of the Army. Tank gunnery for M60, M60A1, M60A1(AOS), and M48A5 tanks. FM 17-12-2. Washington, DC: Author, 1977.

6/ U.S. Army Headquarters, Department of the Army. Tank gunnery for M60A3. FM 17-12-3. Washington, DC: Author, 1977.

7/ U.S. Army Headquarters, Department of the Army. Tank gunnery for M60A2. FM 17-12-4. Washington, DC: Author, 1977.

CHAPTER II

PREPARATION AND PLANNING FOR TABLE IX

Preparation for Table IX

Ultimate responsibility for the development and implementation of Table IX rests with the Battalion Commander. Most of the actual preparation and development, however, will be done by the Battalion S-3 and the designated Officer-in-Charge (OIC), who will typically conceive, plan and supervise the implementation of Table IX. The following paragraphs briefly discuss the roles of these persons¹.

Role of the Battalion S-3

The S-3's preparation for the Table IX should begin with a review of the unit's prior Table IX performance. This review might involve studying the Battalion's records of previous battle runs, or talking with senior staff who participated in those exercises or some combination of the two. In particular the S-3 will want to know:

- The type of mission conducted on prior battle runs,
- the deficiencies uncovered in those preceding evaluations, and
- crew and platoon personnel turnover since the last battle run.

The S-3 can run any of three major missions (i.e., Offensive-Day, Defensive-Day, and Defensive-Night) on the Table IX. The above analysis should be used to decide which mission(s) need to be stressed during the Table IX evaluation. There are a number of equally good strategies for making the selection. Most involve consideration of the unit's likely combat role on the battlefield, and the S-3's judgment of the present abilities of the unit to perform those missions. That is, the S-3 will clearly want to

¹/ The designation of roles in the following discussion represents an ideal. A division of labor between the S-3 and OIC may or may not occur in any particular unit. What is crucial is that the indicated planning and preparation activities take place.

train/evaluate those missions and tasks that are critical to the platoon's functioning on the battlefield. From among these he will concentrate on those for which the platoon's present competence is unknown, or is thought to be deficient.

Based on these kinds of considerations, the S-3 can prepare a summary of the missions he wishes to emphasize during the Table IX evaluation, together with a rationale for their selection. He may then indicate a training or an evaluation emphasis for each mission tentatively selected.

With these missions in mind, the S-3 can select the scenario that will best involve the factors he wishes to stress. A number of Army manuals present potentially useful offensive and defensive scenarios for the three major missions. These manuals include TC 17-12-5 (9/75)⁹, FM 17-12-4 (3/77)³, FM 17-12-1 (6/79)⁴, FM 17-12-2, Change 2 (draft 8/78)⁵, and ARTEP 71-2 (12/78)⁶. We recommend that the S-3 initially select a mission scenario like the ones in FM 17-12-2, Change 2 (draft 8/78)⁷. This type of scenario provides for a realistic tactical situation by embedding the battle run within the context of a "tactical mission." At the same time, it has a more realistic threat situation than some of the other scenarios.

Once a mission and scenario have been selected, the S-3 must make a number of administrative arrangements in preparation for the Table IX. These include:

- Scheduling and coordinating activities so that ranges are reserved for the appropriate times, targets are emplaced on time, personnel and equipment are available, etc.;

2/ U.S. Army Armor School, Op.cit.

3/ U.S. Army Headquarters, Department of the Army, Op.cit.

4/ U.S. Army Headquarters, U.S. Army Armor Center, Op.cit.

5/ U.S. Army Armor School, Op.cit.

6/ U.S. Army Headquarters, Department of the Army. Army training and evaluation program for mechanized infantry/tank task force. ARTEP 71-2. Washington, DC: Author, 1977.

7/ U.S. Army Armor School, Op.cit.

- Planning the allocation of resources (e.g., fuel, ammo, support); and
- Designating the OIC/senior evaluator and the evaluation team.

Each of these administrative tasks is critical to the smooth functioning of the Table IX.

Role of the Officer-In-Charge

Typically, the OIC will be responsible for adding the details required to implement the general plans developed by the Battalion S-3. While the S-3 will determine the emphases of the evaluation, the OIC will specify in detail the tasks and situations that are necessary to implement the S-3's general evaluation plan. Similarly, while the S-3 will select the mission(s) and scenario for the Table IX, the OIC will be responsible for transforming that general scenario into a workable battle run, including the development of a safety and control plan. In some cases, the OIC may also be responsible for selecting, acquiring, and training the rest of the evaluation team. Guidelines and suggested procedures for performing most of the OIC's tasks are presented in the following material. Guidelines for the development of a safety and control plan have not been included, since such a plan must be based on local conditions.

Detailed Evaluation Planning

The following discussion presents suggested guidelines and procedures for developing a detailed evaluation plan once a general mission scenario has been selected. The guidelines are presented in a logically consistent order. In actual practice, some steps may occur simultaneously. These steps are depicted in Figure 1.

Range/Terrain Reconnaissance

The development of a detailed evaluation plan should begin with a map and terrain reconnaissance of the proposed battle run area. If the OIC is not familiar with the battle run area, these reconnaissances will obviously serve to familiarize him with the terrain. If the OIC is already familiar with the terrain, the reconnaissances will serve to focus the OIC's attention on those aspects of the terrain

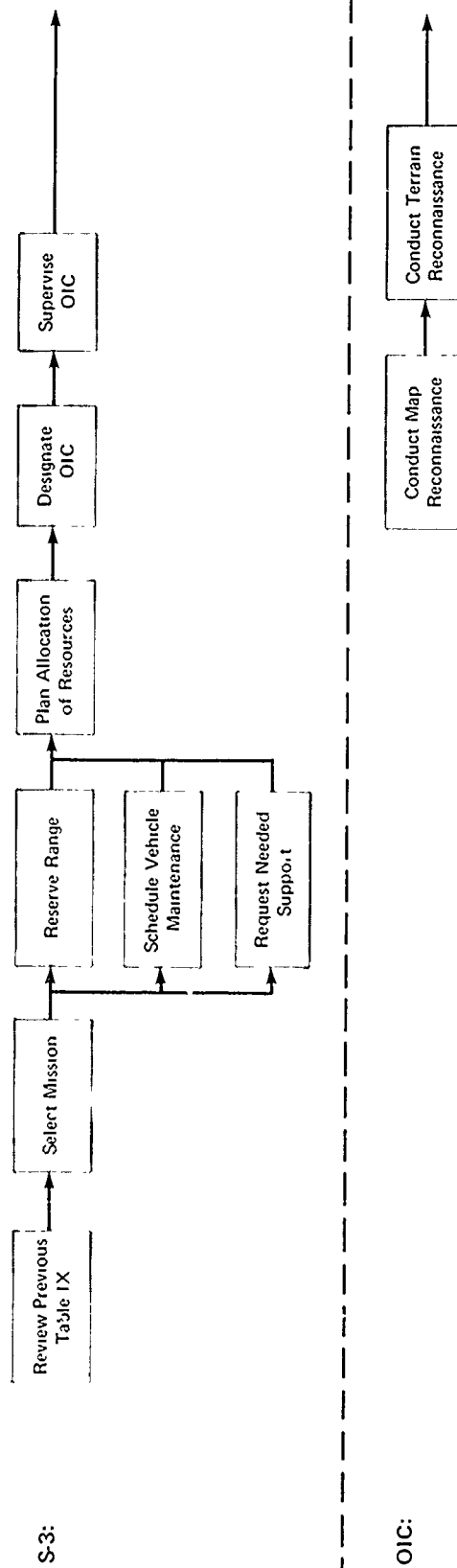


FIGURE 1. Flowchart of Critical Events in Table IX Planning and Implementation (continued)

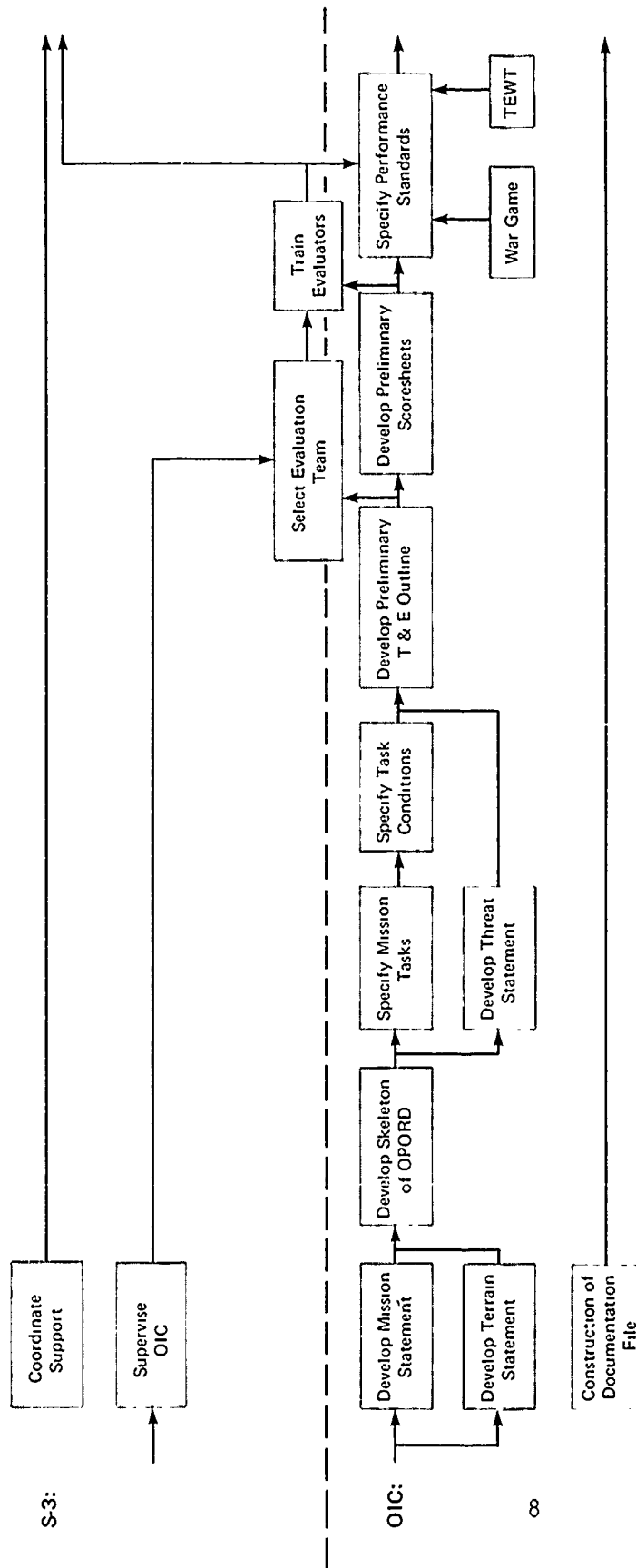


FIGURE 1. Flowchart of Critical Events in Table IX Planning and Implementation (continued)

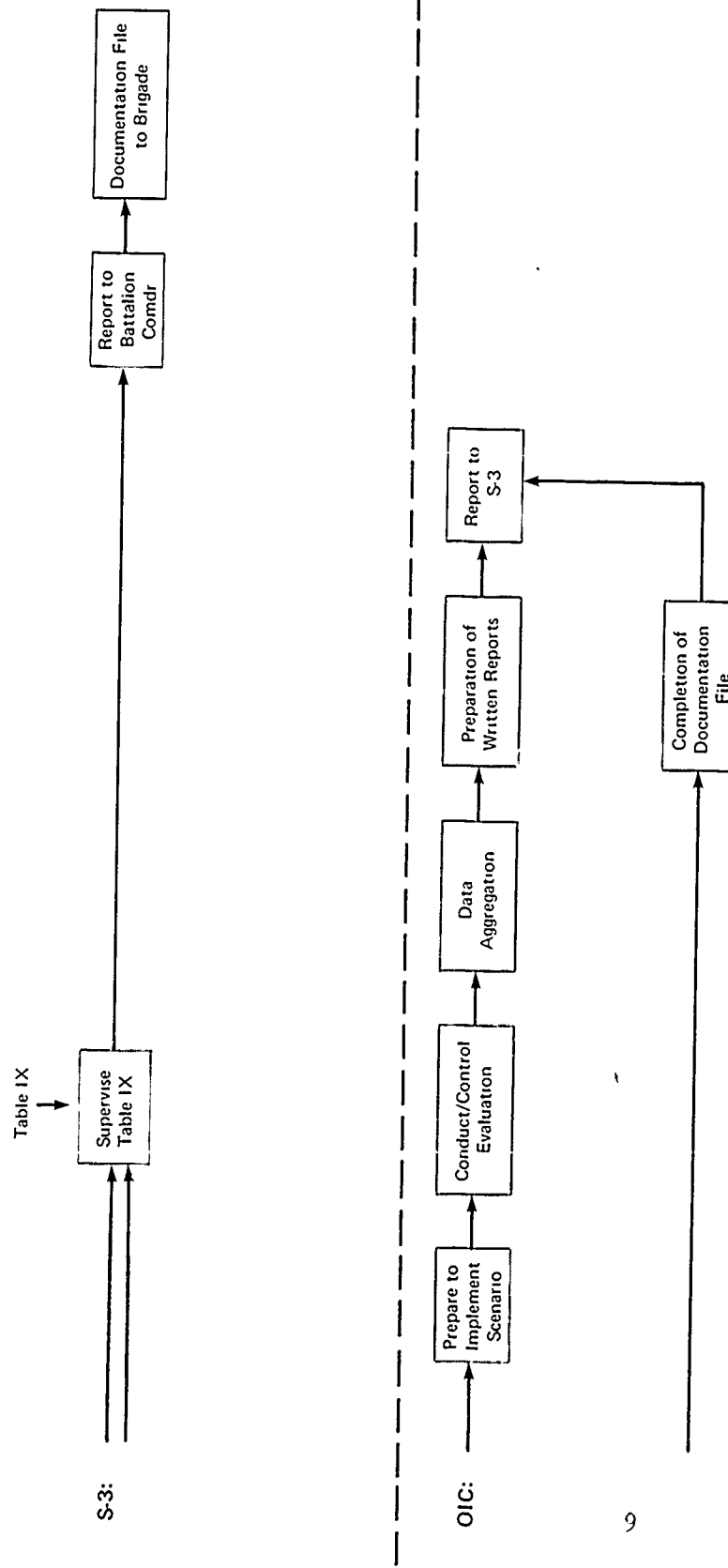


FIGURE 1. Flowchart of Critical Events in Table IX Planning and Implementation

that relate to a particular mission/scenario. As an end result, the map and terrain reconnaissance should provide the OIC with some preliminary ideas about terrain constraints on platoon movement and firing, and a context within which to lay out a tactically realistic mission scenario.

The map reconnaissance should be conducted first. It will show the general nature of the terrain and prominent terrain features. During this reconnaissance, the OIC should develop preliminary ideas about likely platoon behavior on the terrain (e.g., likely routes, overwatch positions, defensive battle positions) and potential locations for OPFOR positions and threat arrays. The impressions and ideas developed from the map reconnaissance should be checked out and revised during the subsequent terrain reconnaissance.

Specification of the Mission Scenario

With the battle run terrain firmly in mind, the OIC can begin to specify the mission scenario in greater detail, factoring in terrain, safety, training, and evaluation considerations. This specification process will continue throughout the preparation phase of the battle run as details are added, deleted, and revised. Specification of the mission scenario will generally involve the development of four major "statements":

- Mission statement,
- Terrain statement,
- Threat statement, and
- Statement of orders.

Mission statement. The mission statement describes the mission(s) the platoon will perform on Table IX and the general location where it (they) will occur. A typical mission statement might be as follows: "The platoon will perform a Movement to Contact Mission from the Assembly Area to phase line Gold (56 gridline) and a Hasty Attack Mission from phase line Gold to the objective."

As indicated earlier, the selection of the platoon's mission(s) is typically done by the Battalion S-3, although the OIC may have some discretion in adding supplementary missions or in specifying the order in which missions are conducted. The missions should be selected based upon the opportunity that they provide to evaluate the specific tasks

and procedures that have been singled out for evaluation. The missions should be arranged so as to provide tactical realism.

Terrain statement. The terrain statement describes the boundaries of the Table IX exercise. The determination of these boundaries is based on tactical and safety considerations. Initial boundaries and ranges should be approved by the Range Control Office. As an option the terrain statement can also include a one-sentence summary describing the general nature of the terrain (i.e., "The terrain is generally hilly with intermittent dry streambeds and sparse vegetation consisting mainly of grass and scrub pine.").

Both the mission statement and the terrain statement are produced early in the development of the Table IX and should require little, if any, revisions. The threat statement and statement of orders are produced later in the development of Table IX. Preliminary versions of these statements usually require frequent revisions before a final statement is possible.

Threat statement. The threat statement describes the location and composition of each target array. The selection and placement of target arrays should be guided by three factors:

- Safety,
- Tactical realism, and
- Evaluation objectives.

Safety must be a first consideration in all aspects of Table IX plans, especially target placement. Generally the Range Control Officer or a representative will be available to assist the OIC in determining when target placement might produce hazardous behavior.

Tactical realism is important for both training and evaluation functions. From a training perspective, the more closely the training situation approximates the battle situation the more likely the trained behavior is to occur on the battlefield. Similarly, from an evaluation perspective, a reasonable assessment of the platoon's ability to perform the missions during combat requires that the Table IX situation simulate the essentials of the battlefield situation.

This means that representation of the OPFOR in a Table IX should be consistent with how a real enemy might use the terrain. Target arrays should not be displayed on the front of a prominent hillside, nor out in the open in the middle of a large clearing, even though these locations may optimize safety. The size of the OPFOR should be consistent with what a single (lead element) platoon would realistically confront-- the platoon should not be asked to attack an OPFOR armor company unaided, nor to engage, for example, 52 armor/anti-armor targets over the course of two kilometers. The number of targets, their location on the terrain, the threat weaponry involved, and the number of engagements should all be as tactically realistic as possible for the terrain and the mission the platoon has been assigned.

The third, absolutely essential consideration in target composition and location is the evaluation's objectives. To evaluate the platoon on certain tasks or behaviors, the platoon must first be put in a situation that calls for those behaviors. The OIC has three elements that can be manipulated for this purpose: the route or axis of movement selected for the platoon, the mission OPORD, and the composition and location of target arrays. These three elements work together to control the platoon's movement through the battle run and, based on tactical considerations, will largely determine the set of behaviors the platoon might display on the battle run.

Of the three, the composition and location of target arrays affords the OIC the greatest flexibility and control, and will thereby play the greatest role in manipulating the platoon into a situation where it can display the behavior of interest. With some forethought as to doctrine and tactics, target array composition and location can be used to elicit behaviors such as firing from overwatch, .50 caliber point and area fires, firing on the move, ATGM evasive maneuver, platoon fire commands, section fire commands, and frontal, depth or cross patterns of fire. To use the target arrays to their best advantage, the OIC must develop that threat situation which will most likely elicit the platoon or section behavior he wants to evaluate. Each threat situation is likely to elicit a number of behaviors depending upon things like the platoon's approach or route to the target array, whether the platoon or a section first encounters the target, and the platoon or section leader's assessment of the situation. The OIC must strive to insure that, considering all these factors, the behavior of interest (e.g., light section engaging three threat tanks, while on the move) is the one that will be the most likely response to the threat situation. Each target array should be directed at producing

a behavior or set of behaviors of interest, and the set of target arrays should be used to produce a variety of different behaviors. In this manner target composition and location can be used to help the evaluation achieve its objectives.

Orders statement. The fourth statement the OIC must develop is the statement of orders. This statement contains the OPORD from which the platoon leader plans his mission and develops his Warning Order and platoon OPORD. It presents a standard situation in which to evaluate each platoon. The resulting mission and terrain combination, supported by specific target arrays and placements, defines the behaviors and tasks on which each platoon will be evaluated. An example of a Company Commander's OPORD is presented below. A preliminary, skeletal version of the OPORD should be provided as early in the preparation process as possible and then fleshed out as the OIC makes his decisions about the behavior to be evaluated and the necessary controls.

EXAMPLE OF A COMPANY COMMANDER'S OPORD

(This briefing will be given to Platoon Leaders prior to starting the day phase of Table IX.)

I've received the Bn Order and completed my reconnaissance. I'm ready to issue my order for this mission.

The enemy situation is as follows: Ground-Recon elements have been spotted as far south as the 54 east-west grid line. Information obtained by CI from friendly sympathizers indicates the enemy is preparing the area north of the 56 east-west grid line for a deliberate defense. The front line trace of the security zone is approximately the same 56 east-west grid line. In our sector we can expect to encounter approximately company size elements employed to attrite and slow us. SLAR has identified MTI vic 1870 moving south toward the sector. MTI in sector are in the vic 193572. Air Force recce imagery identified activity at 197580 and 195600. At this time possible nuclear delivery systems have been identified. SIGINT/ELINT assets presently targeted against 1st echelon delivery systems.

HUMINT-CI reports increased OPSEC effort throughout the 66 MRR. Contacts report morale high throughout the 6MRD. Enemy equipment and personnel Losses--Enemy is reported at or near full strength. Enemy Capabilities--Enemy can be expected to defend in depth for the next 72-94 hours. He has the ability to counterattack.

Based on this intelligence summary, here's what we are going to do -- We are going to conduct a two phase offensive operation consisting of a movement to contact and if no enemy contact is made prior to phase line Gold, a deliberate attack. If enemy contact is made sooner, the second phase will start upon that point.

In the first phase, I will have _____ platoon acting as my lead element in this movement to contact. You will follow route Green. Enemy contact is possible during this phase.

The second phase will be a deliberate attack starting at phase line Gold. _____ platoon will lead this offensive operation. You can expect enemy contact north of this phase line. Your mission at this point will be secure objective Raven-coordinates 139665. You will occupy intermediate objective Eagle-coordinates 200606 and assault position Vulture-coordinates 196657 during this deliberate attack. All support fires will be coordinated through me. Report crossing all phase lines, check points, and reaching the intermediate objective and final assault position.

See my overlay for map information.

_____ Platoon (Lead Platoon) start time is _____. You must cross phase line Gold at _____ hours.

If you haven't finished topping-off, do so right after this briefing. You will ammo upload at _____ hours at coordinates _____.

Our frequency is _____ and our call sign is _____. Challenge until noon is _____ and the reply is _____. After noon _____ and the reply is _____.

RED STAR CLUSTER means cease fire immediately.

I will be in my tank following the lead element.

Any questions? Good luck.

Specification of Mission Tasks for Evaluation

Once the mission and terrain statements have been developed, the OIC should next specify the tasks to be evaluated. The first step in the process is an analysis of the selected Table IX mission(s). The mission analysis should list in detail all the tasks the platoon will perform during the mission(s). Tasks should be categorized as platoon, section, platoon leader, or section leader tasks. This type of analysis serves two functions: it provides the OIC with a detailed overview of what the platoon will be doing during the course of the mission, thus letting him know what to expect in the field, and it provides the OIC with a list from which he and the S-3 can select the tasks on which to focus the evaluation. The mission analysis thus is a good foundation for the OIC to begin planning the evaluations.

Table 1 presents an offensive mission analysis. We have listed in roughly chronological order the tasks performed by the platoon, section, platoon leader, and section leader in the four phases of an Offensive Table IX Movement to Contact/Hasty Attack Mission, a typical Table IX mission. With the intent of being able to later provide aggregated diagnostic feedback, we have further classified each task as involving either control, execution, or communication. A dash in one of the three columns to the left of the task indicates whether the task involves mainly control, execution, or communication behaviors. Table 2 provides a similar mission analysis for the Defensive Mission.

Armed with the list of mission tasks, the OIC should then assess his evaluation resource requirements in relation to the resources he has available. He should first go through his list of mission tasks (i.e., Table 1) and determine the evaluation requirements for each task. He may want to list beside each task the equipment, number of on-tank evaluators, and number of additional off-tank evaluators necessary to evaluate the task. Following an analysis of these requirements, the OIC should assess his evaluation resources: How many evaluators will he be able to field? One for each tank? One for each section? One for each platoon? Will there be a target detail to count hits? Will each evaluator be able to listen on the platoon's communication net? Will there be compact tape recorders available for taping the communication net and/or taping each evaluator's comments? Will stop watches be available for each evaluator? Will evaluators ride on the platoon's tanks or in jeeps following the tanks or both? Will MILES or REALTRAIN be available for use during a dry run? Once the OIC has determined the resources he has available, he will

TABLE 1. PHASES AND TASKS IN AN OFFENSIVE MOVEMENT TO CONTACT/IMPULSY ATTACK BATTLE RUN

Phase: Tactical Planning & Execution	PLATOON TASKS			SECTION TASKS			PLATOON LEADER TASKS			SECTION LEADER TASKS		
	Control	Execution	Communication	Control	Execution	Communication	Control	Execution	Communication	Control	Execution	Communication
1. Platoon main- tains integrity in the Assembly Area (AA).												
2. PLATOON PRACTICES LIGHT, NOISE, AND MOVEMENT DISCIPLINE.												
3. Key subordi- nates disseminate the Warning Order.												
1. Platoon leader assembles key sub- ordinates for the Warning Order.												
2. PLATOON LEADER ISSUES THE WARNING ORDER.												
3. Platoon leader conducts local re- con on the ground.												
4. PLATOON LEADER CONDUCTS MAP RECON.												
5. Platoon leader identifies control measures on the map.												
5. PLATOON LEADER PLANS SCHEME OF MANEUVER.												
7. Platoon leader plans fire support.												
8. PLATOON LEADER ASSEMBLES KEY SUB- ORDINATES FOR THE OFFENSE.												

KEY

Cells as task - essential to evaluate
of UG type - IMPORTANT TO EVALUATE
ALL CAPITAL LETTERS = NICE TO HAVE
Regular type = not so important

[illegible]

18

PHASE	PLATOON TASKS			SECTION TASKS		
	Control	Execution	Communication	Control	Execution	Communication
1. PLATOON LEADER IDENTIFICATION						
	1. Platoon leader orders bounding section to bound.			1. Overwatch section leader identifies likely OPFOR positions.		
2. PLATOON LEADER IDENTIFICATION						
	2. Bounding section leader assigns sectors of observation.			2. Overwatch section leader assigns sectors of observation.		
3. PLATOON LEADER IDENTIFICATION						
	3. Tank drivers use techniques to reduce diesel plumes.			3. OVERWATCH SECTION LEADER ASSIGNS SECTORS OF FIRE.		
4. PLATOON LEADER IDENTIFICATION						
	4. Bounding section tanks employ recon-by-fire.			4. Bounding section leader issues bounding section fire command.		
5. PLATOON LEADER IDENTIFICATION						
	5. BOUNDING SECTION CONDUCTS RECON BY FIRE.					
6. PLATOON LEADER IDENTIFICATION						
	6. Bounding section on-the-move engages targets.					
7. PLATOON LEADER IDENTIFICATION						
	7. BOUNDING SECTION DISTRIBUTES FIRE ON ENEMY POSITION ON THE MOVE.					
8. PLATOON LEADER IDENTIFICATION						
	8. BOUNDING SECTION MOVES TO DEFILADE FROM CONTACT.					
9. PLATOON LEADER IDENTIFICATION						
	9. Bounding section engages targets from defilade.					

[illegible]

ACKNOWLEDGMENTS

Phase III:
Tactics-
Assault

Table 1. cont'd

[illegible]

TABLE 2. PHASES AND TASKS IN THE DEFENSIVE PATTLE RUN

[illegible]

TABLE 2. PHASES AND TASKS IN THE DEFENSIVE BATTLE RUN (Cont.)

[illegible]

Phase II:
Occupy
Battle
Position

TABLE 2. PHASES AND TASKS IN THE DEFENSIVE BATTLE RUN (Cont.)

PH. SES	PLATOON TASKS			SECTION TASKS			PLATOON LEADER TASKS			SECTION LEADER TASKS		
	Control	Execution	Communication	Control	Execution	Communication	Control	Execution	Communication	Control	Execution	Communication
Phase III: Defense of Battle Position												
Phase IV: Movement to Supplemental Battle Position												

TABLE 2. PHASES AND TASKS IN THE DEFENSIVE BATTLE PLAN (CONT.)

[illegible]

then be ready to make some decisions about the tasks he will be able to evaluate.

In most cases, after reviewing requirements and resources on a task-by-task basis, the OIC will find that he does not have the resources to conduct a detailed evaluation of all the tasks in his list. He must resist the temptation to attempt to measure everything. For example, there are 66 tasks listed in Table 1, including 17 platoon tasks, 16 section tasks, 24 platoon leader tasks, and 9 section leader tasks. Even without considering equipment requirements, he typically will not have the necessary evaluation staff available to adequately assess all of these. It is better that he do a good job evaluating fewer tasks than a poor job evaluating all the tasks. This means that he will have to select a smaller set of tasks on which to focus the evaluation and concentrate his evaluators. With the complete list of mission tasks before him (e.g., Table 1), the OIC can rationally select the tasks on which he wishes to concentrate, weighing the trade-offs of measuring some tasks versus others.

There are a number of schemes that the OIC could use in selecting the tasks on which to focus. He may, for example, decide to select only the tasks that involve the platoon's use of their main guns. Such tasks would be easy to measure, since the OIC and his staff need only count target hits and perhaps engagement time. But as the tasks in Tables 1 and 2 show, an evaluation based only on gunnery would miss the opportunity to assess the platoon's use of cover and concealment and general vulnerability reduction techniques, as well as its ability to communicate and coordinate.

The best selection schemes are those that set priorities among the tasks in the mission task list. For example, the OIC might determine which tasks he, the S-3, and/or the evaluation staff consider critical to evaluate, which tasks are important, and which tasks are not so important. The decision about how critical it is to evaluate a particular task may depend on how difficult that task is to learn or to perform and how important that task is to overall mission success. Once such a prioritized list of tasks is completed, the OIC could select tasks as far down in priority as his evaluation resources will allow him to go.

With the help of experts from the U.S. Army Armor School at Fort Knox, we have developed a prioritized mission task list for the Movement to Contact/Hasty Attack Mission analyzed in Table 1. In Table 1, we present the prioritized list in a checklist format. Tasks that the armor experts

considered critical to evaluate are presented in *italics*. The tasks that these experts rated as important are printed in BLOCK TYPE, while the tasks they consider "nice to have if you have the resources" are printed in all CAPITAL LETTERS. Finally, the "not so important" tasks are typed in lower case.

If the OIC has decided to run a Movement to Contact/Hasty Attack Mission, he might want to use the prioritization developed by the armor experts. If he uses the checklist in Table 1, he should place a check on the dash in front of each task he selects. We recommend the following selection procedure: First, the OIC should select as many of the *critical* tasks as he thinks his resources will allow him to evaluate. If he thinks he can evaluate all the critical tasks and still have remaining resources, then he should select as many of the IMPORTANT tasks as possible. If he thinks there are still resources available after the important tasks have been selected, he should select as many of the "nice to have" tasks as possible, and so on until he has selected as many tasks as he thinks he can evaluate. Using this procedure, even if the OIC were to select all the tasks rated as *critical*, IMPORTANT, or NICE TO HAVE, he would still have reduced the number of tasks to be evaluated from 66 to 33.

From the selected tasks, the OIC should cross out any task that he knows he will not be able to evaluate because of resource or administrative constraints. For example, if range safety requirements will not allow overwatch sections to fire main guns, the OIC cannot evaluate "Overwatch section engages targets from defilade," and this task should be crossed out on his list. As tasks are crossed out the OIC may wish to replace them with other tasks from the mission task list so that he makes efficient use of his resources.^{8/} The resulting list represents the specific tasks and behaviors on which the OIC will focus his evaluation during the Table IX exercise.

^{8/}Given the nature of the tasks, it will be impossible for the OIC to tell when he has selected precisely the number and mix of tasks that his evaluation resources will allow him to assess. The preceding process will provide him with a reasonably close estimate. To make sure that he is not extremely overextending or underutilizing his resources, the OIC must attempt to evaluate the tasks in a pre-Table IX exercise. The next section of this chapter presents a methodology for this pre-Table IX exercise.

Specification of Task Conditions

Once the OIC and evaluation team have selected the mission tasks to be evaluated, the OIC must specify the method and conditions for evaluating the tasks. The basic idea is to determine for each task a description of the measures that will be used to assess performance on the task, how and by whom these measures will be obtained, the condition(s) under which the task will occur, and the standards of performance on the task. The OIC should organize this information on a chart that he gives the evaluators and uses in developing his scoring sheets. Tables 3 and 4 illustrate a completed chart for the Offensive Movement to Contact/Hasty Attack and Defensive Table IXs. After listing the tasks in a column, the OIC's first entries in the chart will probably describe the conditions for each occurrence of the task, and the proposed measures for each task. The condition column should describe the administrative constraints, the threat-related situation (e.g., target array composition, target range, target motion, platoon motion), and the mission-related situation (e.g., indirect fires, relation to company/team). The proposed measures should permit the most accurate assessment of performance with the least intrusion on the platoon's behavior.

Specification of Performance Standards

The next step is to specify the standards of performance for each task. The job of setting performance standards is formidable. It will usually involve a variety of schemes. For some tasks, Army doctrine will define the standard of performance. An example of this kind of task is "Platoon leader issues the OPORD." Satisfactory performance would include the five key elements of the OPORD as defined by Army doctrine. For other tasks, the field manuals governing Table IX will provide standards. In FM 17-12-2, Change 2 (3/1973)⁹, for example, the platoon must hit 70% of the targets in each array. For these two types of tasks, the OIC should refer to Army doctrine or field manuals to determine the standards of performance.

Other tasks are affected by local conditions (e.g., terrain). Here we have to tailor the standards to the specific Battle Run scenario and location. These tasks are indicated in Tables 3 and 4 with an asterisk (*). Typically,

9/ Ibid.

TABLE 3. SAMPLE PLATOON BATTLE RUN OFFENSE (DAY)

MISSION PHASES AND TASKS		CONDITIONS		MEASURES	STANDARDS																				
PHASE I: TACTICAL PLANNING & PREPARATION																									
I.1.	Platoon maintains integrity in the Assembly Area (AA).	Platoon has moved in to an Assembly Area & is waiting for an order for the attack by the Company/Team Commander (C/T Co).	Number of vehicles and personnel assembled in one compact area five minutes before the C/T Co gives the attack order.	Five tanks and crews (20 personnel) within close proximity of one another in the Assembly Area with at least 50 meters between any two tanks.																					
I.2.	Platoon practices light, noise, & movement discipline.	See above.	Brea s in light, noise, & movement discipline. Number of radio transmissions (excluding radio checks) initiated by platoon in AA.	Crews maintain light discipline in AA (night battle run). Crews maintain noise discipline in AA. No radio transmissions (excluding radio checks) initiated by platoon in AA. Crews maintain noise discipline in AA.																					
I.3.	Platoon leader assembles key subordinates for the Warning Order.	C/T Co gives the platoon leader an oral OPORD for a Movement to Contact/Hasty Attack.	Number of key subordinates present for the Warning Order.	All key subordinates present for the Warning Order.																					
I.4.	Platoon leader issues the Warning Order.	Key subordinates assembled.	Elements contained in the Warning Order: <table><tr><td></td><td>Y</td><td>N</td></tr><tr><td>1. Mission</td><td>---</td><td>---</td></tr><tr><td>2. Objective</td><td>---</td><td>---</td></tr><tr><td>3. LD time</td><td>---</td><td>---</td></tr><tr><td>4. Time OPORD will be given</td><td>---</td><td>---</td></tr><tr><td>5. Location where OPORD given</td><td>---</td><td>---</td></tr><tr><td>6. Instructions to ready platoon</td><td>---</td><td>---</td></tr></table>		Y	N	1. Mission	---	---	2. Objective	---	---	3. LD time	---	---	4. Time OPORD will be given	---	---	5. Location where OPORD given	---	---	6. Instructions to ready platoon	---	---	Warning Order contains all six elements of information.
	Y	N																							
1. Mission	---	---																							
2. Objective	---	---																							
3. LD time	---	---																							
4. Time OPORD will be given	---	---																							
5. Location where OPORD given	---	---																							
6. Instructions to ready platoon	---	---																							
I.5.	Key subordinates disseminate the Warning Order.	Key subordinates have been given the Warning Order. Ten minutes have elapsed.	Whether crew members can state the four basic elements: <table><tr><td></td><td>Y</td><td>N</td></tr><tr><td>1. Mission</td><td>---</td><td>---</td></tr><tr><td>2. Objective</td><td>---</td><td>---</td></tr><tr><td>3. LD time</td><td>---</td><td>---</td></tr><tr><td>4. Instructions</td><td>---</td><td>---</td></tr></table>		Y	N	1. Mission	---	---	2. Objective	---	---	3. LD time	---	---	4. Instructions	---	---	Any randomly selected crew member can state the four basic elements of the Warning Order.						
	Y	N																							
1. Mission	---	---																							
2. Objective	---	---																							
3. LD time	---	---																							
4. Instructions	---	---																							
I.6.	Platoon leader conducts local recon on the ground.	See above.	Whether platoon leader conducts a local recon.	On-the-ground recon is conducted as far forward as possible.																					

TABLE 3 (Cont.)
SAMPLE PLATOON BATTLE RUN OFFENSE (DAY)

MISSION PHASES AND TASKS	CONDITIONS	MEASURES	STANDARDS
I.7. Platoon leader conducts map recon.	See above. Platoon leader has a 1:50,000 scale map.	Platoon leader's identification of tactically relevant features, including: Y N 1. Objective 2. Key terrain (high ground) 3. Possible OPFOR positions 4. Obvious avenues of approach	Platoon leader correctly identifies tactically relevant terrain features on the map.
I.8. Platoon leader identifies control measures on the map.	See above.	Platoon leader's identification of control measures on his map including: Y N 1. Assembly Area 2. Start Point 3. Attack Position 4. Line of Departure 5. Phase Lines 6. Boundaries 7. Assault Position 8. Checkpoints	Platoon leader correctly identifies control measures on his map.
I.9. Platoon leader plans scheme of maneuver.	See above.	Platoon leader's indication of: Y N Covered and concealed routes AA to objective Overwatch positions from LD to objective Obstacles	Platoon leader's indicated route from AA to objective offers maximum cover and concealment. (To be determined). Platoon leader's indicated route avoids obstacles. Platoon leader's indicated route includes the first overwatch position and other likely overwatch position.
I.10. Platoon leader plans fire support.	See above.	Platoon leader's indication of HE artillery fire coordinates and smoke artillery fire coordinates.	Platoon leader requests preplanned artillery fire on objective and likely OPFOR positions.
I.11. Platoon leader assembles key subordinates for the OPFOR.	The platoon is in the Assembly Area. The platoon leader has issued the Warning Order & planned the operation.	Number of key subordinates present for delivery of the OPFOR.	All key subordinates present for delivery of the OPFOR.

TABLE 3. (Cont.)
SAMPLE PLATOON BATTLE RUN OFFENSE (DAY)

MISSION PHASES AND TASKS		CONDITIONS		MEASURES		STANDARDS
I.12.	Platoon leader issues the OPORD.	See above. assembled.	Key subordinates	Time the OPORD is given Elements contained in the OPORD, including:	Y N	OPORD delivered on time. OPORD contains all six elements of information.
				1. Friendly situation	—	
				2. Enemy situation	—	
				3. Mission	—	
				4. Objective	—	
				5. Execution	—	
				a) Role of each section	—	
				b) Scheme of maneu- ver	—	
				c) Fire support	—	
				6. Command & signal	—	
				a) Key radio sig- nal freq.	—	
				b) Call signs	—	
				c) Phase lines	—	
				d) Check points	—	
				e) Chain of command	—	
				Whether platoon leader design- ates overwatch and bounding sections.	—	Platoon leader designates initial overwatch and bounding sections.
I.13.	Platoon leader designates route from AA to LD.	See above.		Whether platoon leader design- ates route from AA to LD.	—	Platoon leader informs key subordinates of route from AA to LD.
I.14.	Key subordinates dissemi- nate OPORD.	Key subordinates have been given OPORD. Ten minutes have elapsed.		Whether crew members can state the information in the OPORD:	—	Any randomly selected crew member can state the key information in the OPORD.
				1. Mission	—	
				2. Objective	—	
				3. Scheme of maneuver	—	
				4. Fire support	—	
				5. Key radio freq.	—	
				6. Call signs	—	
				7. Chain of command	—	
				Number of uncorrected faults.	—	Crews conduct precombat checks and leave no un- corrected faults.
I.15.	Platoon leader/sergeant supervises precombat checks.	See above.				
I.16.	Platoon conducts prepare- to-fire checks.	See above.		Number of uncorrected faults.	—	Crews conduct prepare to fire checks and leave no uncorrected faults.

TABLE 3. (Cont.)
SAMPLE PLATOON BATTLE RUN OFFENSE (DAY)

MISSION PHASES AND TASKS		CONDITIONS		MEASURES	STANDARDS
PHASE II: TACTICS-MOVEMENT TO CONTACT					
II.1	Platoon follows axis of advance designated by platoon leader.	Platoon has moved out of the Assembly Area.		Whether the platoon follows the axis of advance designated by the platoon leader.	The platoon follows the axis of advance designated by the platoon leader.
II.2	Platoon optimizes use of terrain.	See above.		Amount of platoon's route that is uncovered from likely OPFOR positions. Amount of platoon's route that is unconcealed from likely OPFOR positions. Platoon's rate of movement through uncovered and unconcealed terrain.	Platoon uses a route that maximizes available cover. (To be determined.) Platoon uses a route that maximizes available concealment. (To be determined.) Platoon moves quickly through open terrain.
II.3	Platoon maintains radio listening silence.	See above.		Number of radio transmissions initiated by the platoon.	Crews initiate no radio transmissions until enemy contact.
II.4	Tanks and sections communicate by visual signals.	See above.		Number of attempts to use communication media other than visual signals.	Crews and sections communicate by visual signals.
II.5	Platoon deploys prior to crossing the line of departure.	The platoon approaches the line of departure.		Time at which platoon crosses LD. Number of tanks that deploy without stopping prior to crossing the LD.	Platoon crosses the LD on time. All tanks deploy without stopping prior to crossing the LD.
II.6	Overwatch section takes covered, hull-defilade overwatch position.	Contact with OPFOR is imminent. The overwatch section takes up the initial overwatch position.		Instances of two sections moving simultaneously. Amount of cover offered by the overwatch position.	No two sections moving at the same time. Overwatch section takes covered overwatch position. Overwatch section takes hull-defilade overwatch position. Overwatch section within effective range of likely OPFOR positions.
II.7	Overwatch section leader identifies likely OPFOR positions.	See above.		Distance in meters to likely OPFOR positions. Whether section leader can indicate likely OPFOR positions.	Overwatch section leader identifies all likely OPFOR positions.

TABLE 3. (Cont.)
SAMPLE PLATOON BATTLE RUN OFFENSE (DAY)

MISSION PHASES AND TASKS	CONDITIONS	MEASURES	STANDARDS
II.8. Overwatch section leader assigns sectors of observation.	See above.	The fields of observation indicated by the overwatch TCs.	Indicated sectors of observation covers all likely OPFOR positions. Overwatch section maintains visual contact with bounding section.
II.9. Overwatch section leader assigns sectors of fire.	See above.	The fields of fire indicated by the overwatch TCs.	Indicated sectors of fire cover all likely OPFOR positions.
II.10. Platoon leader orders bounding section to bound.	See above.	Whether platoon leader orders the bounding section to bound.	Initial bounding section does not initiate bound until platoon leader gives orders.
II.11. Bounding section optimizes use of terrain.*	The overwatch section has established an overwatch position and the platoon leader has ordered the bounding section to bound. The bounding section crosses the LD.	Amount of the section's route that is uncovered from likely OPFOR position. Amount of the section's route that is unconcealed from likely OPFOR positions. Bounding section's rate of movement through uncovered and unconcealed terrain.	Bounding section uses a route that maximizes available cover. (To be determined.) Bounding section uses a route that maximizes available concealment. (To be determined.) Bounding section moves quickly through open terrain.
II.12. Tank drivers use techniques to reduce diesel plumes.	See above.	Occurrence of diesel plumes.	No diesel plumes are observed.
II.13. Bounding section takes covered, hull-defilade position at the end of the bound.	The bounding section completes its bound and takes up overwatch position. The initial overwatch begins to move once the moving section is set.	Amount of cover offered by the overwatch position. Distance in meters to likely CPFOR positions.	Bounding section takes covered overwatch position. Bounding section takes hull-defilade overwatch position. Overwatch position within effective range of likely OPFOR positions.
II.14. Bounding section leader signals occupation of the overwatch position.	See above.	Occurrence of the bounding section leader's signal of occupation.	Bounding section leader signals occupation of the new overwatch position.

TABLE 3. (Cont.)
SAMPLE PLATOON BATTLE RUN OFFENSE (DAY)

MISSION PHASES AND TASKS	CONDITIONS	MEASURES	STANDARDS
II.15. Bounding section moves to defilade upon contact.*	While the bounding section is in the midst of bounding, four threat BMPs fire on the platoon (range 1000-1400m).	Whether hull-defilade positions chosen were the closest. Time in seconds after appearance of OPFOR for each tank to occupy hull-defilade positions: Tank 1 _____ Tank 2 _____ (Tank 3 _____). Distance between tanks in meters. Whether tanks duck quickly behind cover from BMPs. Whether tanks make 90° turn to possible missile line of flight (i.e., dodge). Whether tanks move in violent zig-zag path to cover. Number of tanks that come to a brief halt to fire. Time in seconds for each tank to take a target under fire: Tank 1 _____ Tank 2 _____ (Tank 3 _____). Number of targets suppressed/hit by bounding section: Y N Target 1 _____ Target 2 _____ Target 3 _____ Target 4 _____	Closest hull-defilade positions chosen. (To be determined by the evaluation staff.) No two tanks closer together than 50 meters. Tanks duck or Tanks dodge or Tanks zig-zag. No tanks come to a brief halt to fire. Fire first fast with five seconds. All four targets suppressed by bounding section.
II.16. Bounding section conducts ATCM evasive maneuver.	See above.		
II.17. Bounding section on the move engages targets.	See above.		
II.18. Bounding section prioritizes targets in order of threat.*	See above.	The sequence in which targets are engaged: BMP BMP BMP BMP closest #1 #2 #3 #4 Target Tank #1 (MC, CX, .50) Tank #2 (MC, CX, .50) Tank #3	Tanks engage the closest of the most dangerous targets first.

TABLE 3. (Cont.)
SAMPLE PLATOON BATTLE RUN OFFENSE (DAY)

MISSION PHASES AND TASKS	CONDITIONS	MEASURES	STANDARDS
II.19. Bounding section distributes fire on enemy position.*	See above.	Method of fire distribution: Y N Nearest half As commanded Number of targets no engaged Number of targets engaged by more than one tank.	Section uses the appropriate method of fire distribution. Zero (all targets engaged). Zero (no target engaged by more than one tank).
II.20. Bounding section marks target(s) with mq or wp	See above.	Use of machine gun or wp fire to provide a TWP for overwatch section.	Overwatch section acquires target(s).
II.21. Overwatch section leader issues overwatch section fire commands.	See above.	The section leader's fire command specifies: Alert Weapon/Ammo (opt.) Description Location Control (opt.) Execution	The fire command is accurate and complete.
II.22. Overwatch section engages targets from defilade.	See above.	Time in seconds for each tank to take a target under fire: Tank 1 Tank 2 Tank 3 Number of targets hit in 40 seconds	Fire first fast within five seconds. Three (Draft FH 17-12-2, change 2).
II.23. Overwatch section prioritizes targets in order of threat.*	See above.	The sequence in which targets are engaged: BMP BMP BMP Closest #1 #2 #3 Tank #1 (MC, CX, .50) Tank #2 (MC, CX, .50) Tank #3 (MC, CX, .50)	Tanks engaged the closest of the most dangerous targets first.
II.24. Overwatch section distributes fire on the enemy position.*	See above.	Method of fire distribution: Y N Nearest half As commanded Number of targets not engaged	Section uses a appropriate method of fire distribution. Zero (All targets engaged).

TABLE 3. (Cont.)

SAMPLE PLATOON BATTLE RUN OFFENSE (DAY)

MISSION PHASES AND TASKS	CONDITIONS	MEASURES	STANDARDS
II.25. Bounding section leader issues bounding section fire command.	Pounding section has moved to closest hull-defilade position.	The section leader's fire command specifies: Alert _____ Weapon/Ammo _____ (opt.) Description _____ Location _____ Control _____ (opt.) Execution _____	Fire command is accurate and complete.
II.26. Bounding section engages targets from defilade.	See above.	Time in seconds for each tank to take a target under fire: Tank 1 _____ Tank 2 _____ Tank 3 _____ Number of targets hit in 40 seconds _____ The sequence in which targets are engaged: BMP BMP BMP BMP Closest #1 #2 #3 #4 Target Tank #1 _____ (MG, CX,.50) _____ Tank #2 _____ (MG, CX,.50) _____ Tank #3 _____ (MG, CX,.50) _____	Fire first fast within five seconds. Three (Draft FM 17-12-2, change 2).
II.27. Bounding section prioritizes targets in order of threat.*	See above.	Method of fire distribution: Nearest half _____ Y _____ N _____ As commanded _____ Number of targets not engaged _____ Number of targets engaged by more than one tank _____ TRP data given to adjust fires at coordinates _____: ADJ. #1 _____ ADJ. #2 _____ ADJ. #3 _____	Section uses appropriate method of fire distribution. Zero (All targets engaged). Zero (No target engaged by more than one tank). Indirect fire falls on target within three adjustments.
II.28. Bounding section distributes fire on the enemy position from defilade.*	See above.		
II.29. Overwatch section leader requests indirect fire.	See above.	Overwatch section leader's communication procedures in calling for indirect fire.	Proper RPP and CTOI are used.

TABLE 3. (Cont.)
SAMPLE PLATOON BATTLE RUN OFFENSE (DAY)

MISSION PHASES AND TASKS	CONDITIONS	MEASURES	STANDARDS
II.30. Platoon leader submits spot Report.	See above.	Platoon leader's Spot Report including: 1. Enemy situation 2. Location of enemy 3. Outcome of contact Platoon leader's communication procedures.	Spot Report is accurate and complete.
II.31. Platoon leader selects subsequent overwatch positions for his section.*	The platoon continues its movement to the objective by bounding overwatch movement techniques.	Distance to likely OPFOR positions from selected overwatch position. Quality of the fields of observation and fire on likely OPFOR positions from selected overwatch position. Distance between new overwatch position and next overwatch position.	Proper RTP and CLOI used. (To be determined by evaluation staff.) (To be determined by evaluation staff.) (To be determined by evaluation staff.)
II.32. Platoon leader designates covered and concealed route for his section to bound.*	See above.	Amount of section's route that is uncovered from likely OPFOR positions. Amount of section's route that is unconcealed from likely OPFOR positions.	Bounding section uses a route that maximizes available cover. (To be determined.) Bounding section uses a route that maximizes available concealment. (To be determined.)
II.33. Platoon leader designates subsequent overwatch positions for the other section.*	See above.	Distance to likely OPFOR positions from selected overwatch position. Quality of the fields of observation and fire on likely OPFOR positions from selected overwatch position. Distance between new overwatch position and next overwatch position.	(To be determined by evaluation staff.) (To be determined by evaluation staff.) (To be determined by evaluation staff.)
II.34. Platoon leader designates covered and concealed route for other section to bound.*	See above.	Amount of section's route that is uncovered from likely OPFOR positions. Amount of section's route that is unconcealed from likely OPFOR positions.	Bounding section uses a route that maximizes available cover. (To be determined.) Bounding section uses a route that maximizes available concealment. (To be determined.)

TABLE 3. (Cont.)

SAMPLE PLATOON BATTLE RUN OFFENSE (DAY)

MISSION PHASES AND TASKS	CONDITIONS	MEASURES	STANDARDS
II.35. Overwatch section leader issues suppressive fire command.	See above.	Number of HEP rounds fired at likely OPFOR positions as the moving section bounds Number smoke rounds fired to obscure likely OPFOR positions as the moving section bounds Number of likely OPFOR positions suppressed by machine gun fire	(To be determined by evaluation staff.) (To be determined by evaluation staff.) (To be determined by evaluation staff.)
II.36. Overwatch section leader adjusts and shifts suppressive fire.	C/T Co orders overwatch section leader to shift suppressive machine gun fire.	Time to shift from one OPFOR position to another seconds.	Section shifts fire within 10 seconds of the C/T Co order.
PHASE II: TACTICS-MOVEMENT TO CONTACT			
II.6. . . . II.36.	Platoon is moving to contact, forward employing bounding overwatch. Bounding section encounters threat ATGM team 600-800m and threat BRDM 800-1000m.	II.6. . . . II.36.	II.6. (Hit/Kill BRDM within 10 seconds while on move; 2/5 cover-age on ATGM while on move.) II.36. on move.
PHASE II: TACTICS-MOVEMENT TO CONTACT			
II.6. . II.36.	Platoon is moving to contact, forward employing bounding overwatch. Platoon encounters three threat BMP's 1100-1400m.	II.6. . II.36	II.6. (Hit/Kill all three BMP's within 40 seconds.) II.36
PHASE II: TACTICS-MOVEMENT TO CONTACT			
II.6. . . . II.36	Platoon is moving to contact, forward employing bounding overwatch. Platoon encounters: a) 4 tanks 1800-2000m & 3 ATGM teams 800-1000m b) Dismounted troops 400m from tanks.	II.6. . . . II.36.	II.6. (Hit/Kill three tanks within 40 seconds; 2/5 cover-age on ATGM and troops.) II.36
PHASE II: TACTICS-MOVEMENT TO CONTACT			
II.6. . . .	Platoon is moving to contact, forward employing bounding overwatch. Platoon encounters: a) 2 threat moving tanks on obl. from 1000m.	II.6. . . .	II.6. (Hit/Kill three tanks within 40 seconds.)

TABLE 3. (Cont.)
SAMPLE PLATOON BATTLE RUN OFFENSE (DAY)

MISSION PHASES AND TASKS	CONDITIONS	MEASURES	STANDARDS
PHASE III: TACTICS-ASSAULT			
III.1. Platoon leader designates positions from which tanks begin final assault.	Platoon has been moving to contact, forward employing bounding overwatch and reacting to the threat with fire & maneuver.	Whether platoon leader designates final assault positions. Final assault positions of the tanks.	Platoon leader designates final assault positions for all tanks. All tanks take correct final assault positions.
III.2. Platoon leader designates routes to positions from which tanks begin final assault on the objective.*		Whether platoon leader designates routes. Amount of platoon's route that is uncovered from likely OPFOR positions. Amount of platoon's route that is unconcealed from likely OPFOR positions.	Platoon leader designates routes for each tank to final assault position. Platoon uses a route that maximizes available cover. (To be determined.) Platoon uses a route that maximizes available concealment. (To be determined.)
III.3. Platoon leader adjusts and shifts indirect fire on the objective.*	The platoon is nearing the assault position.	TRP data given to adjust fires on the objective: Platoon leader's communication procedures.	Platoon leader adjust fires from objective to likely OPFOR avenues of retreat from objective. Proper RTP and CEOI are used.
III.4. Tanks acquire targets.	See above.	Platoon leader's acquisition report to C/T Co including: 1. Who is reporting 2. Target description 3. Location 4. Target action 5. Observer action	Acquisition report is complete and accurate.
III.5. Platoon leader orders assault.	The platoon assaults the objective.	Whether the platoon leader orders the assault.	The assault must be explicitly initiated by the platoon leader.
III.6. Tanks close hatches during assault on the objective.	See above.	The platoon's hatches are closed in the assault: Tank Commander Driver N Y N Tank 1 Tank 2 Tank 3 Tank 4 Tank 5	Hatches are closed during the assault on all of the platoon's tanks.

TABLE 3. (Cont.)
SAMPLE PLATOON BATTLE RUN OFFENSE (DAY)

MISSION PHASES AND TASKS	CONDITIONS	MEASURES	STANDARDS
III.7. Platoon leader issues platoon fire command in assault.	See above.	The platoon leader's fire command specifics: Alert _____ Weapon/Ammo _____ (opt.) Description _____ Location _____ Control _____ (opt.) Execution _____	Fire command is accurate and complete.
III.8. Platoon on-the-move engages targets on objective.	Platoon assaults objective with hatches closed. OPFOR on the objective includes: Two threat tanks 800-1000m hull down, Three threat rifle squads 800-1000m, Three threat tanks 1000-1400m hull down, Two threat rifle squads 600-800m	Number of tanks that come to a brief halt to fire. Time in seconds for each tank to take a target under fire: Tank 1 _____ Tank 2 _____ Tank 3 _____ Tank 4 _____ Tank 5 _____ Number of targets neutralized in 40 seconds.	No tanks come to a brief halt to fire. Fire first fast within five seconds. Four tanks and 2/5 coverage on troops (Draft FH 17-12-2, change 2).
III.9. Platoon engages targets in priority of threat.	See above.	The sequence in which targets are engaged: OPFOR TANKS 1 2 3 4 5 Troops Closest Target Tank 1 (HC, CX, .50) Tank 2 (HC, CX, .50) Tank 3 (HC, CX, .50) Tank 4 (HC, CX, .50) Tank 5 (HC, CX, .50)	Tanks engage the closest of the most dangerous targets first. All available fire power is brought to bear on the objective.
III.10. Platoon distributes fire on the objective during assault.	See above.	Tanks' employment of fire power to suppress & neutralize OPFOR. Method of fire distribution: Nearest Half Y N As Commanded _____ Number of targets not engaged _____	Platoon uses appropriate method of fire distribution. Zero (All tanks engage)

TABLE 3. (Cont.)

SAMPLE PLATOON BATTLE RUN OFFENSE (DAY)

MISSION PHASES AND TASKS	CONDITIONS	MEASURES	STANDARDS
III.10. (Cont'd.)		Number of targets engaged by more than one tank.	Zero (No target engaged by more than one tank).
PHASE IV: CONSOLIDATION			
IV.1. Platoon occupies objective.	The OPFOR on the objective has been neutralized by the platoon's assault.	Whether platoon overruns the objective. Amount of cover offered by positions taken. Distance between tanks in meters.	The objective must be overrun to sweep & secure it. Tanks take hull-defilade cover. No two tanks closer together than 50 meters.
IV.2. Tanks report status of ammunition during reorganization.	See above.	Platoon leader's knowledge of ammo status of each tank.	Platoon leader must be informed of ammunition status of each tank.
IV.3. Platoon redistributes ammunition during consolidation.	See above.	Whether platoon redistributes ammo.	Platoon redistributes ammo per platoon leader's instructions.
IV.4. Platoon leader submits Situation Report.	See above.	Platoon leader's submitted Situation Report describing: 1. Friendly situation 2. Location 3. Mission completion.	Situation report is complete and accurate.

TABLE 4. SAMPLE PLATOON BATTLE RUN DEFENSE

MISSION PHASES AND TASKS		CONDITIONS		MEASURES	STANDARDS
PHASE I: PREPARATION & TRAVELING					
I.1.	Platoon maintains integrity in the Assembly Area (AA).	Platoon has moved into an Assembly Area & is waiting for an order for the defense by the Company/Team Commander (C/T CO). The order will be given in five minutes.		Number of vehicles and personnel assembled in one compact area five minutes before the C/T CO gives the defense order.	Five tanks and crews (20 personnel) within close proximity of one another in the Assembly Area with at least 50 meters between any two tanks.
I.2.	Platoon practices light, noise, and movement discipline.	See above.		Breaks in light, noise & movement discipline. Number of radio transmissions (excluding radio checks) initiated by platoon in AA.	Crews maintain light discipline in AA (night battle run). Crews maintain noise discipline in AA. Crews maintain movement discipline in AA. No radio transmissions (excluding radio checks) initiated by platoon in AA.
I.3.	Platoon leader assembles key subordinates for the warning order.	The C/T CO gives the platoon leader an oral OPORD for a conduct repeated in place & defend mission.		Number of key subordinates present for the warning order.	All key subordinates present for the warning order.
I.4.	Platoon leader issues the warning order.	Key subordinates assembled.		Elements contained in the warning order: 1. Mission 2. Object 3. Time OPORD will be given 4. Location where OPORD given 5. Instructions to ready platoon	Warning order contains all six elements.
I.5.	Key subordinates disseminate the warning order.	Key subordinates have been given the warning order. Ten minutes have elapsed.		Whether crew members can state the three basic elements: 1. Mission 2. Objective 3. Instructions	Any randomly selected crew member can state the three basic elements of the warning order.
I.6.	Platoon leader assembles key subordinates for the OPORD.	The platoon is in an Assembly Area. The platoon leader has issued a warning order & planned the operation.		Number of key subordinates present for delivery of the OPORD.	All key subordinates present for delivery of the OPORD.

TABLE 4 (Cont'd.)
SMALL PLATOON BATTLE RUN DEFENSE

MISSION PHASES AND TASKS	CONDITIONS	MEASURES	STANDARDS
I.7. Platoon leader issues the OPORD.	See above. Key subordinates assembled.	Time the OPORD is given Elements contained in the OPORD, including: 1. Friendly situation 2. Enemy situation 3. Mission 4. Objective 5. Execution a) Role of each section b) Scheme of maneuver c) Fire support Command & Signal a) Key radio signal b) Call signs c) Phase lines d) Check points e) Chain of Command	The OPORD is given on time. OPORD contain all six elements of information.
I.8. Key subordinates disseminate the OPORD.	Key subordinates have been given OPORD. Ten minutes have elapsed.	Whether platoon leader designates initial bounding & overwatch sections. Whether crew members can state the information in the OPORD: 1. Mission 2. Objective 3. Scheme of maneuver 4. Fire support 5. Key radio freq. 6. Call signs 7. Chain of command	Platoon leader designates initial bounding & overwatch section. Any randomly selected crew member can state the key information in the OPORD.
I.9 Platoon leader designates route to the battle position.*	See above.	Platoon leader's indication of 1. Covered and concealed routes AA to battle positions 2. Overwatch positions from AA to battle positions 3. Obstacles	Platoon leader's indicated route from AA to battle position offers maximum cover and concealment. (To be determined.) Platoon leader's indicated route include the likely overwatch positions from AA to battle positions. Platoon leader's indicated

TABLE 4 (Cont'd.)
SAMPLE PLATOON BATTLE RUN DEFENSE

MISSION PHASES AND TASKS		CONDITIONS		MEASURES		STANDARDS
I.10.	Platoon leader/sergeant supervises precombat checks.	See above.		Number of uncorrected faults.		Crews conduct precombat checks and leave no faults uncorrected.
I.11.	Platoon leader initiates movement to the battle position.	Platoon moves out from the Assembly Area to the battle positions.		Whether the platoon leader orders the movement to commence.		The platoon leader must explicitly initiate the movement to the battle position.
I.12.	Platoon conducts tactical movement to battle positions.	See above.		Dispersion between tanks in meters. Whether, at two minute intervals from the AA to the battle positions, the other tanks in each section are visible from the section leader's tank.		No two tanks are closer together than 50 meters. (Frequently and extent of other tanks to be determined by evaluation staff.)
I.13.	Platoon optimizes use of terrain.	See above.		Amount of platoon's route that is uncovered from likely OPFOR positions. Amount of platoon's route that is concealed from likely OPFOR positions. Platoon's rate of movement through uncovered and concealed terrain.		Platoon is a route that maximizes available cover. (To be determined.) Platoon uses a route that maximizes available concealment. (To be determined.) Platoon moves quickly through open terrain.
I.14.	Platoon, follows route designated by the platoon leader.	See above.		Comparison of platoon's route from AA to battle positions with platoon leader's designated route.		Planned routes are followed.
I.15.	Platoon leader/sergeant communicate during movement.	See above.		Use of hand and arm, flags or filtered light signals for communication. Number of radio transmissions initiated by platoon during movement to battle positions.		Visual signals are employed. Zero.
PHASE II: OCCUPY BATTLE POSITION						
II.1.	Platoon leader coordinates relief in place.	Friendly platoon occupying battle position. Platoon has arrived at last covered & concealed position prior to battle position. Platoon leaders coordinate relief in place.		Whether the relieving platoon leader has the map overlays & knows the sectors of responsibility.		Receipt of all map overlays & knowledge of all sectors of responsibility.

TABLE 4 (Cont'd.)
SAMPLE PLATOON BATTLE RUN DEFENSE

MISSION PHASES AND TASKS	CONDITIONS	MEASURES	STANDARDS
II.1. (Cont'd.)		Statement of withdrawal routes & times from both platoon leaders. Whether the platoon sergeant visits each vehicle position. Range cards for the primary and alternate positions. Whether loaders ground guide tanks into positions. Time for all tanks to move in to vehicle positions. Amount of tanks uncovered and unconcealed from likely OPFOR positions.	Perfect agreement as to withdrawal routes & times. The platoon sergeant visits each vehicle position. Range cards for all vehicle locations obtained. All tanks are ground guided into position by their respective loaders. (To be determined by evaluation staff.) (To be determined by evaluation staff.)
II.2. Platoon moves into primary battle positions.*	Relieved platoon has withdrawn.		
II.3. Platoon lays wire for communication.		Whether the platoon uses hot loop. Number of tanks connected on the hot loop. Number of sentries connected on the hot loop.	Platoon uses hot loop. All tanks connected on the hot loop. All sentries connected on the hot loop.
II.4. Platoon inspects alternative positions.	See above.	Number of tank commanders who physically inspect alternate positions. Number of tanks driven to alternate positions.	All tank commanders inspect alternative positions. All tanks driven to alternate positions.
II.5. Platoon practices light, noise, and movement discipline at battle position.	See above.	Breaks in light, noise, & movement discipline.	Crews maintain light discipline (night battle run). Crews maintain noise discipline. Crews maintain movement discipline.
II.6. Platoon leader reconnoiters the sectors of the battle position.	The relief is complete and all vehicles are in position.	Whether the platoon leader conducts an on-the-ground evaluation. Number of TRPs identified correctly on-the-ground.	On the ground reconnaissance covers all sectors of the battle position. All TRPs correctly identified.
II.7. Platoon leader selects supplemental positions.*	See above.	The percentages of the fields of fire where firing is restricted or hindered. The percentages of the fields of observation where observation is restricted or hindered.	(To be determined by evaluation staff.) (To be determined by evaluation staff.)

TABLE 4 (Cont'd.)
SAMPLE PLATOON BATTLE RUN DEFENSE

MISSION PHASES AND TASKS	CONDITIONS	MEASURES	STANDARDS
II.8. Platoon leader develops fire plan.*	See above.	Whether platoon leader develops a plan of illumination. Whether platoon leader develops a plan of indirect fire. Number of TRPs correctly identified by each tank commanders. Number of tank commanders who can accurately point out their sector of fire.	Platoon leader must develop a plan of illumination. Platoon leader must develop a plan of indirect fire. Tank commanders correctly identify all TRPs. All tank commanders should be able to state their sector of fire.
II.9. Platoon leader briefs platoon on movement to supplemental positions.*	See above.	Number of tank commanders who know route to supplemental position and overwatch position(s). Number of drivers who know route to supplemental position and overwatch position. Time to completely occupy position. Amount of cover and concealment in the platoon leader's indicated route.	Tank commanders should make no errors in indicating route and overwatch position(s). Drivers should make no errors in indicating route and overwatch position(s). Platoon leader's indicated route to the supplemental positions maximizes available cover and concealment. (To be determined.)
PHASE III: DEFENSE OF BATTLE POSITION			
III.1 Platoon acquires all visible targets.	Platoon has occupied positions. Three threat tank companies sighted 1000-1600m. Incoming artillery.	Platoon leader's acquisition report to C/T Co including: 1. Who is reporting 2. Target description (3 tank Co) Y N 3. Location 4. Target action 5. Observer action Number of tanks with hatches closed	Acquisition report is complete and accurate.
III.2. Platoon leader requests indirect fire.*	See above.	Number of times platoon leader requests indirect suppressive fire Time Coordinates 1. 2. 3.	(To be determined by evaluation staff.)

TABLE 4 (Cont'd.)
SAMPLE PLATOON BATTLE RUN DEFENSE

MISSION PHASES AND TASKS	CONDITIONS	MEASURES	STANDARDS
III.2. (Cont'd.)		<p>TTP data given to adjust fire at coordinates (): ADJ. #1 ADJ. #2 ADJ. #3</p> <p>Platoon leader's communication procedures.</p>	<p>Indirect fire falls on target within three adjustments.</p> <p>Proper RPT and CEOI used.</p>
III.3 Platoon leader requests illumination.	See above.	<p>Number of time platoon leader requests illumination.</p> <p>Preplanned illumination called:</p> <p>1. 2. 3.</p> <p>Platoon leader's communication procedures.</p>	<p>(To be determined by evaluation staff.)</p> <p>(To be determined by evaluation staff.)</p> <p>Proper RPT and CEOI used.</p>
III.4. Platoon uses IR flicker illumination technique as needed.	See above.	<p>Placement of illumination.</p> <p>Flicker technique.</p>	<p>IR illumination should be directed by TRPs and check points.</p> <p>Flicker technique is properly used.</p>
III.5. Platoon leader issues fire command.	See above.	<p>Platoon leader's fire command specialties:</p> <p>Alert</p> <p>Weapon/Ammo</p> <p>Description</p> <p>Location</p> <p>Control</p> <p>Execution</p> <p>Platoon leader's communication procedures.</p>	<p>Fire command is complete and accurate.</p>
III.6. Platoon engages targets.	See above.	<p>Time in seconds for each tank to take a target under fire:</p> <p>Tank 1</p> <p>Tank 2</p> <p>Tank 3</p> <p>Tank 4</p> <p>Tank 5</p> <p>Number of hits:</p> <p>OPFOR company 1</p> <p>OPFOR company 2</p> <p>OPFOR company 3</p>	<p>Fire first fast within five seconds.</p> <p>At least seven targets in each company are hit.</p> <p>Kills (Draft FM 17-12-2, change 2).</p>

TABLE 4 (Cont'd.)
SAMPLE PLATOON BATTLE PLAN DEFENSE

MISSION PHASES AND TASKS	CONDITIONS	MEASURES	STANDARDS
III.7. Platoon priorities targets in order of threat.	See above.	<p>The sequence in which targets are engaged by the platoon:</p> <p>1st 2nd 3rd 4th (Closest Eng. Fug. Eng. Fug. Target)</p> <p>Tank 1 (MC, CX, .50) T# T# T# T# I#</p> <p>Tank 2 (MC, CX, .50) T# T# T# T# I#</p> <p>Tank 3 (MC, CX, .50) T# T# T# T# I#</p> <p>Tank 4 (MC, CX, .50) T# T# T# T# I#</p> <p>Tank 5 (MC, CX, .50) T# T# T# T# I#</p> <p>(Matrix repeated for each of three threat arrays.)</p> <p>Method of fire distribution: Y N</p> <p>Nearest half Sector of fire Engagement area Number of targets not engaged Number of targets engaged by more than one tank Pattern of fire: Frontal Cross Depth</p> <p>Number of tanks moving from primary position to alternate positions after engagement Number of tanks returning to turret defilade after each engagement</p> <p>Platoon leader's Spot Report: 1. Enemy situation 2. Location of enemy 3. Outcome of contact. Platoon leader's communication procedures.</p>	<p>Tanks engaged the closest of the most dangerous targets first.</p> <p>Zero (All targets engaged).</p> <p>Zero.</p> <p>Appropriate pattern of fire used.</p> <p>All tanks move after each engagement.</p> <p>All tanks return to turret defilade after each engagement.</p> <p>Spot Report is accurate and complete.</p> <p>Proper RTP and CFOL are used.</p>
III.8. Platoon distributes fire.	See above.		Appropriate method of fire distribution used.
III.9. Platoon leader controls movement to alternate battle positions.	See above.		
III.10 Platoon leader issues Spot Report.	See above.		

TABLE 4 (Cont'd.)
SAMPLE PLATOON BATTLE RUN DEFENSE

MISSION PHASES AND TASKS		CONDITIONS		MEASURES	STANDARDS
PHASE IV: MOVEMENT TO SUPPLEMENTAL BATTLE POSITION					
IV.1.	Platoon leader initiates movement to supplemental battle position.	Company commander orders platoon to move to subsequent position. Contact with OPFOR is imminent.		Whether the platoon leader orders the movement to the supplemental position.	Movement to the supplemental battle position must be explicitly initiated by the platoon leader.
IV.2.	Platoon leader designates initial bounding and overwatch section. (Day Battle Run)	See above.		Whether platoon leader designates initial bounding and overwatch sections.	Platoon leader indicates initial bounding and overwatch sections.
IV.3.	Platoon moves in sections using bounding overwatch.	See above.		Instances of two sections moving simultaneously.	No two sections moving at same time.
IV.4.	Light discipline maintained during movement by bounding overwatch. (Night Battle Run.)	The platoon is moving to supplemental battle position.		Breaks in light discipline.	No breaks in light discipline during movement to supplemental position. (Night Battle Run.)
IV.5.	Designated section overwatches. (Day Battle Run.)*	See above.		The sectors of observation indicated by the overwatch TCs.	Indicated sectors of observation leave no gaps. Overwatch section maintains visual contact with bounding section. (To be determined by evaluation staff.)
				Overwatch section leader's identification of likely OPFOR positions.	Indicated sectors of fire contain no gaps. OPFOR positions within range of overwatch section.
				The sectors of fire indicated by the overwatch TCs.	All vehicles in hull-defilade positions with respect to likely OPFOR positions.
				The range in meters to likely OPFOR positions.	
				Cover of overwatch section.	
IV.6.	Platoon leader orders bounding section to bound. (Day Battle Run.)*	See above.		Whether platoon leader orders bounding section to bound.	Platoon leader should initiate each bound.
IV.7.	Bounding section optimizes use of terrain. (Day Battle Run.)*	See above.		Amount of the section's route that is uncovered from likely OPFOR positions.	Bounding section uses a route that maximizes available cover. (To be determined.)
				Amount of the section's route that is uncovered from likely OPFOR positions.	Bounding section uses a route that maximizes available concealment.

TABLE 4 (Cont'd.)
SAMPLE PLATOON BATTLE RUN DEFENSE

MISSION PHASES AND TASKS	CONDITIONS	MEASURES	STANDARDS
iv.11. (Cont'd.)		Number of smoke rounds fired to obscure likely OPFOR positions as the moving section bounds Number of likely OPFOR positions suppressed by machine-gun fire Section leader's communication procedures.	(To be determined by evaluation staff.) (To be determined by evaluation staff.) Proper RTP and CIOI used.
iv.12. Overwatch section leader requests indirect fire.*	See above.	Number of times overwatch section leader requests indirect suppressive fire Number of times overwatch section leader requests indirect obscuration fire Preplanned fires called: Time Coordinates 1. 2. 3. RTP data given to adjust fire at coordinates () ADJ. #1 ADJ. #2 ADJ. #3 Overwatch section leader's communication procedures.	(To be determined by evaluation staff.) (To be determined by evaluation staff.) (To be determined by evaluation staff.) (To be determined by evaluation staff.)
iv.13. Bounding section employs recon-by-fire.*	See above.	Number of likely threat positions along route that are suppressed with machine gun fire Use of hand and arm. Whether each section kept other aware of its location and intentions. Whether tanks follow the section leader and do as he does.	Indirect fire falls on target within three adjustments. Proper RTP and CIOI used. (To be determined by evaluation staff.) Visual signals are employed. (To be determined by evaluation staff.) Tanks follow section leader's lead.
iv.14. Platoon leader and platoon sergeant communicate.*	See above.		
iv.15. Sections maintain integrity.	See above.		

TABLE 4 (Cont'd.)
SAMPLE PLATOON BATTLE R'N DEFENSE

MISSION PHASES AND TASKS	CONDITIONS	MEASURES	STANDARDS
IV. 7. (Cont'd.)			
IV. 8. Bounding section leader controls movement during the bound. (Day Battle Run.)*		<p>Bounding section's rate of movement through uncovered and unconcealed terrain.</p> <p>Comparison of bounding section's route with planned route.</p> <p>Whether, at two minute intervals during the bound, the other tanks are visible from the section leader's tank.</p> <p>Dispersion between tanks in meters.</p> <p>Whether tanks follow the section leader and do as he does.</p> <p>Speed of movement (in meters/min) calculated from time and distance to new overwatch position.</p>	<p>Bounding section moves quickly through open terrain.</p> <p>Planned route is followed.</p> <p>(Frequently and extent of visibility of other tanks to be determined by evaluation staff.)</p> <p>No two tanks are closer together than 50 meters.</p> <p>Tanks follow section leader's lead.</p> <p>(To be determined by evaluation staff.)</p>
IV. 9. Bounding section takes covered, hull-defilade positions at the end of the bound. (Day Battle Run.)*	Contact with the OPFOR is imminent. The bounding section has reached the new overwatch position. The other section is still in primary position.	<p>Amount of cover offered by the overwatch position.</p> <p>Distance in meters to likely OPFOR positions.</p> <p>The sectors of observation indicated by the bounding section's TCS.</p> <p>Bounding section leader's identification of likely OPFOR positions.</p> <p>The sectors of fire indicated by the bounding section TCS.</p> <p>Occurrence of the bounding section leader's signal of occupation.</p>	<p>Bounding section takes covered overwatch position</p> <p>Bounding section takes hull-defilade overwatch position.</p> <p>Overwatch position within effective range of likely OPFOR positions.</p> <p>Indicated sectors of observation leave no gaps.</p> <p>Visual contact available for entire distance of new bound.</p> <p>(To be determined by evaluation staff.)</p> <p>Indicated sectors of fire contain no gaps.</p> <p>Bounding section leader signals occupation of the new overwatch position.</p>
IV. 10. Bounding section leader signals occupation of the overwatch position. (Day Battle Run.)	See above.		
IV. 11. Overwatch section leader issues suppressive fire command. (Day Battle Run.)*	See above.		<p>Overwatch section leader controls suppressive fire. (To be determined by evaluation staff.)</p>

TABLE 4 (Cont'd.)
SAMPLE PLATOON BATTLE RUN DEFENSE

MISSION PHASES AND TASKS	CONDITIONS	MEASURES	STANDARDS
PHASE V: DEFENSE OF SUPPLEMENTAL BATTLE POSITION			
V.1. Platoon acquires all visible targets.	Platoon has moved to supplemental battle position where they are confronted by a succession of target arrays under conditions of incoming artillery: 1 rifle company 800-1000m		
V.10. Platoon leader issues Spot Report.	8 BMPs, 4 tanks		
V.1. Platoon acquires all visible targets.	1 rifle company 600-800m 6 BMPs, 2 tanks		
V.10. Platoon leader issues Spot Report.	Dismounted troops 600-800m		
ANALYSIS PROCEEDS AS IN PHASE III: DEFENSE OF BATTLE POSITION			

there are enough of these site-specific tasks that we recommend that the OIC and the evaluation staff use a gaming procedure to determine reasonable standards for satisfactory performance.

The gaming procedure involves the OIC and evaluation staff playing through the battle run, from assembly area to objective on the offensive mission, to determine how the platoon should respond to the situation¹⁰. The play can take place on a large map, three-dimensional terrain board, or in a tactical exercise without troops (TEWT). On each playing surface the OIC and evaluation staff describe exactly what they would expect a qualifying platoon to do and how they can best measure that behavior. If possible the OIC and evaluation team should play the battle run on both a terrain board (two- or three-dimensional) and on a TEWT. The terrain board war game will allow quick and easy development of standards for some tasks and will help to focus the thinking of the evaluators. Suggested rules and procedures for a terrain board war game of the Table IX are presented in Appendix A. The TEWT following the terrain board game will allow the evaluation team to verify the standards developed with the board game and to develop standards for those tasks that could not be portrayed in the board game. In both situations it is important that the evaluators portray the behavior they expect to see, decide how best to measure that behavior, and specify the minimum standards that a platoon needs to reach in order to "qualify." Once these standards have been set, the OIC can develop the final evaluation forms.

Development of the Evaluation Forms

The evaluators will need two basic forms in order to carry out detailed and accurate assessments of the platoon's performance -- a Training and Evaluation Outline (T&EO) and a scoresheet. The T&EO will be the primary document guiding the Table IX evaluation. The evaluators will use it to guide both their assessment of the platoon's behavior and their feedback to the platoon leaders, company commanders, and the Battalion S-3 and Commander. At a minimum, the T&EO should contain a chronological list of the mission tasks to be evaluated and a statement of the conditions and standards for

¹⁰/ Formal gaming procedures for the defensive battle run remain to be developed. In its present format the game has problems simulating night activity and the platoon's engagement activity when greatly outnumbered by the OPFOR.

each occurrence of each task. Space should also be provided for the evaluator to score the platoon's performance on the tasks. In essence then, development of the T&EO requires just a simple modification of Tables 3 and 4.

The T&EO contains all the information that the evaluators will wish to gather about the platoon. The evaluators should be intimately familiar with it and, if possible, should have access to it at all times. But, the T&E Outline is too bulky to carry and use on a tank or jeep. To overcome this problem, the evaluators can be given a scoresheet.

The scoresheet is a condensed version of the T&E Outline that the evaluators can use in the field to score platoon performance and comment on noteworthy behavior. Table 5 shows a scoresheet developed for a Movement to Contact/Hasty Attack mission. This scoresheet breaks the mission into four phases (assembly area, movement to contact, reaction to contact¹¹, and assault) and then lists the standards of performance for the tasks in each phase. The evaluator has only to check the platoon's behavior as satisfactory/unsatisfactory for each performance standard. Under the reaction-to-contact phase the target arrays have been arranged in order of occurrence.

In some instances the OIC may find that even marking the scoresheet is too much for the evaluators to handle -- if evaluators were riding on the bustle of the tank in rugged terrain. In that situation, the OIC has a number of choices. He might want to put the evaluators in jeeps that take easier routes than the tanks. Or, the OIC might give the evaluators small dictating tape recorders that fit into pockets or webbing. Finally, as a last resort, the OIC might rely on the evaluators to remember the scorings they make during the battle run. If this last-resort solution proves necessary, the OIC must take precautions to insure an accurate recall of events. There should be only a few (certainly less than seven) engagements. The evaluators should have some time during the battle run (no more than half-way through) when the action temporarily stops and they can write down their comments and impressions of what they have seen. The evaluators must also be required to fill in the T&E Outline as soon as the platoon has completed the battle run, while events are still fresh in memory. This last condition applies no matter what method of data recording the evaluators use.

¹¹The reaction-to-contact phase includes targets on the final objective as well as targets encountered earlier.

TABLE 5. SAMPLE SCORESHEETS FOR OFFENSIVE TABLE IX

PHASE I - PREPARATION AND PLANNING (ASSEMBLY AREA)

TASKS	STANDARDS	PLT SAT	PLT UNSAT	OVERALL SAT/UNSAT
Platoon maintains integrity in the Assembly Area (AA).	Five tanks and crews (20 personnel) within close proximity to one another in the Assembly Area with at least 50 meters between any two tanks.			
Platoon practices noise and movement discipline.	Crews maintain noise discipline in the Assembly Area. No radio transmissions (excluding radio checks) initiated by the platoon while in the Assembly Area. Crews maintain movement discipline in the Assembly Area.			
Platoon leader conducts map recon.	Platoon leader correctly identifies tactically relevant terrain features on the map.			
Platoon leader plans scheme of maneuver.	Platoon leader's indicated route from AA to ORT offers maximum cover and concealment (routes A, B, or C indicated). Platoon leader's indicated route avoids obstacles. Platoon leader's indicated route includes likely overwatch positions.			
Platoon leader plans fire support.	Platoon leader requests preplanned artillery fire for objective.			
Platoon leader issues the OPORD.	OPORD includes: Friendly situation Enemy situation Mission Objective Execution Command and Signal Platoon leader designates initial overwatch and bounding sections.			
Key subordinates disseminate OPORD.	Any randomly selected crew member can state the key information in the OPORD.			
Platoon leader/sergeant supervises precombat checks.	Crews conduct precombat checks and leave no faults uncorrected.			

TABLE 5. SAMPLE SCORESHEETS FOR OFFENSIVE TABLE IX (Cont.)

PHASE II - REACTION TO CONTACT

TASKS	STANDARDS	4 BMP's SAT UNSAT	1 ATCH, 1 BRDM SAT UNSAT	3 BMP's SAT UNSAT	4 TANKS, 3 ATCNs, TROOPS SAT UNSAT	2 TANKS SAT UNSAT	OVERALL SAT UNSAT
Bounding section moves to defilade upon contact.	Bounding section moves quickly upon contact. Bounding section moves to nearest, hull-defilade position upon contact.						
Bounding section conducts ATCM evasive maneuver.	Tank's deck, dodge, and zig-zag.						
Bounding section engages targets.*	70% of targets hit/killed. Opening time is 8 seconds or less.						
Bounding section distributes fire on enemy position.	Section follows nearest half distribution of fire or, section distributes fire as commanded. Section uses appropriate pattern of fire: Frontal Cross Depth All targets engaged. No target engaged by more than one tank.						
Overwatch section engages targets from defilade.*	70% of targets hit/killed. Opening time is 8 seconds or less.						
Overwatch section distributes fire.	Section follows nearest half distribution of fire or section distributes fire as commanded. Section uses appropriate pattern of fire: Frontal Cross Depth All targets engaged. No target engaged by more than one tank.						
Platoon leader submits spot report.	Spot report describes: Enemy situation Location of enemy Outcome of contact						

PHASE II - MOVEMENT TO CONTACT

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TABLE 5. SAMPLE SCORESHEETS FOR OFFENSIVE TABLE IX (cont.)

PHASE IV - ASSAULT

TASKS	STANDARDS	PLT		PLT		OVERALL	
		SAT	UNSAT	SAT	UNSAT	SAT	UNSAT
Platoon adjusts and shifts indirect fire on objective.	Platoon leader adjusts fires from objective to likely OPFOR avenues of retreat.						
Platoon leader orders assault.	The assault is explicitly initiated by the platoon leader.						
Platoon on the move engages targets on the objective. *	No tanks come to a brief halt to fire. Fire first fast within five seconds. Four tank targets hit, 2/5 coverage on troops.						
Platoon distributes fire on the objective.	Platoon uses nearest half distribution of fire or as commanded. All targets engaged.						
Platoon engages targets in priority of threat.	Tanks engage the closest of the most dangerous targets first. All available fire power is brought to bear on the objective.						
Platoon leader issues situation report.	Situation report describes: Friendly situation Location Mission completions						

CHAPTER III

EVALUATOR SELECTION AND TRAINING

The procedures used in the selection and subsequent training of evaluators have a great impact upon the Battalion Commander's and S-3's ability to interpret the information they receive from the Table IX evaluation. In many respects, the evaluator represent the eyes and ears of the battalion commander. The evaluators must be in a position to observe the platoon's behavior when the battalion commander can not. They must be able to interpret the behavior within the context of the terrain and scenario. And finally, they must be able to consistently judge that behavior with respect to the latest Army and unit doctrine, and report that judgment to the battalion commander. For all these reasons, care must be taken in the selection and training of evaluators. Suggested procedures are presented in the following paragraphs.

Evaluator Selection

The OIC has two basic questions to answer in selecting evaluators for the Table IX: Who and from where?

The question of "who" relates to the evaluator's experience. At a minimum, each evaluator should have participated in at least one previous Table IX and should have had some other experience with tanks and tank platoons. A key question is what the nature of this "other" experience should be: should the evaluators be master gunners experienced in fighting the tank or members of the S-3 shop experienced in training and evaluation? To some extent the answer should depend upon the tasks the S-3 and OIC have selected for evaluation. Unless the OIC has selected an extremely narrow set of tasks (e.g., all engagement tasks), a mix of master gunners and personnel from the S-3 shop might work best. Such a team would represent the benefits to be gained from different types of experience.

The question of "from where" relates to possible sources of evaluators. Should the evaluators come from within the battalion (internal) or from outside the battalion (external)? Internal evaluators will probably be more available and will certainly be more familiar with the battalion's SOP and training expectations. External evaluators, however, may be more objective in evaluating the platoon's performance. The selection of internal versus

external evaluators depends on how the Battalion Commander, S-3, and OIC view the training and evaluation components of Table IX. As a rule of thumb: if training is the component to be emphasized, then internal evaluators would be the appropriate choice. If the evaluation component is to be emphasized, then external evaluators are the appropriate choice.

Regardless of which choice is made, the evaluators will have to be trained in the procedures to be used in the evaluation. Well-trained evaluators will be able to provide better information to the platoon and the battalion staff. The time spent training the evaluators is thus time well spent. The objectives of this training are:

- To overview the duties and responsibilities of the evaluator;
- To familiarize evaluators with the Table IX mission scenario, T&E Outline, performance standards and terrain; and
- To train evaluators how to observe and record observations, summarize scores and provide feedback.

Table 6 presents a prototypical program of instruction (POI) for training evaluators. The following paragraphs discuss the scope of the topics listed in this POI.

Evaluator Duties and Responsibilities

The evaluators need a clear listing of what their duties and responsibilities will be during the Table IX exercise. This listing should include information the evaluator will need to know before the evaluation starts, his duties once the Table IX begins, and his responsibilities for providing feedback and reports once the Table IX is completed. For the typical Table IX, the evaluator should:

- Know the latest Army doctrine applicable to the specific T&EO for the Table IX;
- Know tactics and procedures used by the unit evaluated (i.e., unit SOP, T&EO);
- Be completely familiar with the T&EO and performance standards;

TABLE 6. PROGRAM OF INSTRUCTION FOR EVALUATORS

DAY	TIME	TOPIC (SCOPE - See Text)	TRAINING LOCATION	EQUIPMENT AND MATERIALS
1	0800-0815	Overview of Evaluator Duties and Responsibilities	Classroom	T&EO
1	0815-0830	Overview of Table IX	Classroom	-
1	0830-1100	Scenario, Missions, and T&EO	Classroom	Scenario, missions, T&EO
1	1100-1115	How to Observe and Record Observation	Classroom	T&EO, scoresheets
1	(lunch break)			
1	1215-1515	War Game	Classroom	Terrain board, markers, scenario, mission tasks, T&EO, scoresheets, control plan, maps, auxiliary materials
1	1515-1545	Summarizing Scores	Classroom	Scoresheets
1	1545-1645	Preparing a Feedback Report	Classroom	T&EO, scoresheets, scenario, mission tasks, paper, pencils or pens
2	0800-1200	Terrain Reconnaissance & T&EO	Table IX Terrain	Transportation, maps, T&EO, scoresheets

- Know the scenario governing the battle run and keep abreast of the current situation as the battle run unfolds;
- Deliver to the evaluated platoon (only) the messages, orders, and instructions that the scenario or senior evaluator calls for;
- Render prompt and logical rulings in any situation that arises and requires decision during the battle run;
- Avoid interference with troops and apply proper cover and concealment techniques so as not to hinder the battle run and detract from realism;
- Insure that safety procedures are followed;
- Complete the evaluation forms in the T&EO as the battle run progresses;
- Apply the appropriate procedures for observing performance and recording observations;
- Be prepared to discuss and write in detail the specific strengths and weaknesses of the platoon to provide the Company/Battalion Commander with sufficient information to develop future training; and
- Prepare and submit reports as required.

Overview of Table IX: Mission Scenario and T&EO

The OIC should provide the evaluators with a brief overview of the Table IX. This overview should include a discussion of its objectives to evaluate platoons for qualification on platoon gunnery and platoon tactics, and the manner in which these objectives are to be achieved by embedding the operations within a larger operational scenario. The overview should also review the platoon's gunnery and tactical experience prior to the Table IX.

Following the overview of Table IXs in general, the S-3 or OIC should discuss the present battle run. The S-3/OIC will want to discuss the battalion's specific objectives and emphases for the Table IX and during this discussion should:

- Describe and provide written documentation of the scenario;
- Present and discuss the T&E Outline including the tasks and previously determined standards (where applicable); and
- Present and discuss safety factors and control procedures.

Observation and Recording Techniques

Evaluators will need to be taught how to observe the platoon and record those observations. This training is important for even the most experienced evaluators. The training will insure that the evaluators do not miss important behaviors and that they all observe the types of performance selected for evaluation in much the same manner. One would not wish to have one evaluator who judged cover and concealment by looking at all tanks in the platoon and another evaluator who looked only at the platoon leader's tank. The evaluators must be trained to use the same method in observing the platoon. Ideally, after training the evaluators should:

- Know what to watch for by knowing the T&EO tasks, measures, and standards;
- Know when to expect the performance to occur by following the scenario;
- Score the behavior as soon as possible after the performance of the task rather than waiting until later to record scores; and
- Record notes to help them remember what happened and to clarify events for other people.

An important consideration in evaluator training is that the differences in evaluating discrete and continuous actions be emphasized. Discrete tasks have an easily defined beginning and end. Examples are the platoon leader giving an OPORD, the bounding section leader signaling occupation of the overwatch position, and the bounding section conducting ATFM evasive maneuver. Discrete tasks occur one time (once-occurring) or several times (multiple-occurring) during

the battle run. With the once-occurring discrete tasks, the evaluator has to be alert to see them when they occur. If performance is to be measured at all, it has to be measured the one time the tasks occur. Anticipating these tasks from the scenario and T&EO is critical.

The continuous actions do not have easily defined beginnings or endings. Examples are the practice of light, noise, and movement discipline, and optimizing the use of terrain. Because such continuous actions cannot be continuously monitored, the evaluator can easily end up with a biased perception of the platoon's behavior. One mistake can make a platoon's otherwise adequate performance on cover and concealment appear disastrous. The same is true of the discrete multiple-occurrence tasks. For both of these tasks, the evaluators need a sampling scheme that will indicate when they are to evaluate these tasks. The development of the sampling scheme requires two decisions. The OIC must first decide how often he wishes to measure the task and then at what points in the scenario he will take those measurements. The decision as to how often to measure the tasks will depend upon the OIC's resources and the number of measurements the OIC feels he needs to adequately assess the platoon's ability to perform the particular task. The latter will vary with the task. For example, for the discrete multiple-occurrence task "section engages the OPFOR," the OIC may feel he needs four or five different engagement situations (measurements) in order to have an adequate picture of the sections' ability to engage the OPFOR. On the other hand, he may feel he needs only three or four measurements on the continuous task "platoon moves by bounding overwatch." Probably the best guidance is that the more critical the task to mission accomplishment, and the more situations in which the task is likely to occur on the battlefield, then the more measurements the OIC should take of the platoon's performance on the task.

These measurements should be taken at critical points in the scenario that will be most indicative of the platoon's ability to perform the task. For example, in evaluating the platoon's ability to move by bounds the evaluation team might wish to select four critical points where they will evaluate the platoon's movement. All evaluators must take their measurement at the same points. If the OIC and evaluation staff are familiar with the terrain and the scenario, they should be able to determine these points beforehand and decide exactly when they want to take the measurements. If possible the evaluators should also decide on alternate points for taking the measurements, should the platoon use different routes, etc. The war game discussed in the

following paragraphs is an ideal mechanism for this kind of contingency planning.

The Terrain Board War Game

The terrain board should be used to train the evaluators in evaluation procedures as well as to set standards for the platoon's performance. Rules for playing the war game are presented in Appendix A. During play of the game the OIC should instruct evaluators on safety and administrative procedures. The OIC should also plan to question the evaluators about possible activities that are not portrayed during the game, such as the dispersion between tanks or the use of flag signals. During the game, the evaluators should mark the area on maps that represent good and bad overwatch positions. They should also note the times and events that will be critical for them to observe. The evaluator's job is difficult because of the many factors he must keep in mind and apply during the battle run. The war game will better prepare even the most experienced evaluator for the particular events he must face on this battle run.

Preparation of the Feedback Report

During the evaluator training session, the OIC should instruct the evaluators in the preparation of their feedback reports to the platoon leaders, company commanders, and to the battalion staff. The feedback to the platoon leader and company commander will probably be an oral run-through of the evaluator's scorings on the T&EO and the reasons for these, quoting specific standards the platoon failed to achieve and specific events. The feedback report to the battalion staff will be a formal written document. The OIC should inform evaluators as to what is to be included in that document and when it is due. At a minimum the document should include the completed T&EO, completed scoresheets, and written descriptions of the behavior and reasons for each unsatisfactory rating. The evaluator should also describe any particularly good or poor behavior and any suggestions for training.

The Tactical Exercise Without Troops

During evaluator training the evaluation staff, led by the OIC, should conduct a TEWT of the Table IX area. This TEWT is to familiarize the evaluators with the terrain and to further specify the performance standards. As the OIC and

evaluation staff go over the axis of movement they should talk through the scenario, relating the anticipated tactical activities to the terrain. Using their notes from the war game they should indicate critical terrain points where the evaluators should look for particular critical behaviors listed in their T&EOs. They should note the actual locations of targets, boundaries, prominent terrain features, and areas that provide very good or very poor fields of fire, cover, and concealment. Performance standards developed in the war game should be checked for applicability in the field.

Depending upon the size of the terrain and the scenario, the evaluators' TEWT should take about two hours on-site. It should be planned to occur after most, if not all, of the targets have been emplaced. Careful planning by the OIC and thorough discussion of the scenario, tasks, and measures during the war game will make the TEWT efficient in both time and resources.

CHAPTER IV

USING THE EVALUATION DATA

The materials in the following paragraphs discuss the issues involved in the collection and interpretation of the evaluation data. Some of these materials were discussed in Chapter III as they related to the evaluator's training. That information is viewed here from a more general perspective. The discussion assumes that the OIC has selected a set of tasks on which the evaluation will focus and needs to know how to evaluate those tasks. That evaluation will involve measuring the platoon's performance (i.e., collecting the evaluation data), and interpreting that performance with respect to diagnostic and qualification standards. The following discussion considers the issues surrounding these two processes.

Measuring the Platoon's Performance

The issues the OIC must resolve with respect to measuring the platoon's performance consist primarily of determining the proper measurement techniques. The OIC will first want to make sure that his measures of performance actually do measure the task that they are intended to measure (i.e., that his measurement techniques produce valid measures of the intended task). For example, suppose two evaluators, riding on the bustle of the platoon leader's tank, are evaluating two platoons on use of cover and concealment. Suppose the first evaluator looks at the cover and concealment afforded the platoon leader's tank only while the second evaluator looks at the cover and concealment afforded all five tanks. The measurement technique used by the first evaluator will not produce a valid measure of the platoon's use of cover and concealment; the second evaluator's technique will. The OIC must insure that his method of measuring performance will yield measures that do indeed measure the intended task.

The OIC must also now consider the reliability of his measurement process, that is, are the measurement techniques such that they can and will be used consistently for each platoon? Let's go back to the two evaluators riding on the bustle of the platoon leader's tank and suppose now that they want to measure target hits during an engagement. Suppose one evaluator counts the target hits he observes from the back of the tank while the other evaluator sends out a target detail that goes up to the targets and physically counts the

holes in them. The first evaluator's measurement technique will not produce reliable measures; in some target situations the platoon leader's tank position will give him a great vantage point and in other situations he is not going to be able to accurately see each hit. Evaluator training also plays a large role in the OIC's efforts to take reliable measurements. By training the evaluators to all take their measurements in exactly the same way, the OIC is ensuring that each platoon will be evaluated in exactly the same manner regardless of the particular evaluator.

The lack of reliability can show up in very subtle ways. Suppose, for example, in Battalion A each evaluator is to rate the platoon SAT/UNSAT on the proper use of terrain at the end of the battle run. These evaluators use their own judgment to determine whether the platoon's use of terrain was satisfactory. In Battalion B, however, the evaluators are told that the proper use of terrain involves four sub-tasks (e.g., platoon does not skyline, platoon's overwatch positions afford cover and concealment, platoon moves quickly through open areas, platoon skirts the tree line when possible). Only if a platoon passes at least three of the four sub-tasks are the evaluators in Battalion B to rate it as satisfactory on the proper use of terrain. The OIC in Battalion A has no idea of what the evaluators are using to judge "proper" use of terrain. Chances are very good that different evaluators base their judgments on different things. Thus there may be little if any consistency across different evaluators. Also, what the evaluators use as the basis of their judgments may change from situation to situation. Thus there may be little if any consistency across different situations. The measurement approach used in Battalion B does not have these problems. For these reasons Battalion B's approach to measuring the proper use of terrain is better.

Interpreting the Evaluation Data

After the platoon has completed its battle run and the evaluators have taken their measurements, the data must be interpreted so that some statement can be made about the platoon's performance. Typically the battalion staff will be interested in two types of statements: (1) a qualification statement indicating the platoon's overall competency, and (2) a diagnostic statement identifying, at the very least, those tasks that require retraining. In order to provide the battalion staff with these statements the evaluation team will have to combine or aggregate the information (i.e., measurements) they have obtained on the various tasks during

the battle run. The S-3 and OIC will have to decide beforehand how they will aggregate the tasks and the measurements within the tasks. Aggregating the measurements within a task will generally be a problem only if the task has more than one measure or if the task occurs more than once in the battle run. A set of rules will have to be developed to determine when the tasks are to be scored SAT/UNSAT or GO/NO GO (i.e., how many and which standards will the platoon have to meet, how many and which task occurrences will have to be scored as SAT or GO for the task as a whole to be scored as SAT or GO). Once these rules have been determined for each task, the S-3/OIC can turn to the problem of which tasks to aggregate for diagnosis and which tasks to aggregate for qualification.

Aggregation for diagnosis. In order to accurately diagnose the platoon's training deficiencies, the battalion staff will need a summary of the platoon's Table IX performance. We suggest that this summary be made on two levels. The first level should be a presentation of the evaluator's scoresheets on the platoon's performance accompanied, to the extent possible, by an explanation of the conditions and behaviors associated with each UNSAT score. The information will allow the battalion staff to estimate the severity of a platoon's problem on a particular task.

The battalion staff will next want to know if the platoon is having problems with particular kinds of tasks and, if so why. Thus the second level of summarization will involve aggregating the evaluation data. This aggregation should present the platoon's performance on:

- each phase of the battle run,
- each class of task,
- vulnerability reduction techniques, and
- engagement techniques.

The first aggregation should describe the platoon's performance in each phase of the battle run. For the offensive battle run, the evaluation team should provide the battalion staff with a summary of the platoon's performance during each of the phases: (1) Tactical Planning and Preparation, (2) Movement to Contact, (3) Assault, and (4) Consolidation. Similarly, performance should be summarized for each phase of the defensive battle run: (1) Preparation and Traveling, (2) Occupy Battle Position, (3) Defense of

Battle Position (primary and supplemental), and (4) Movement to Supplemental Position. This information will provide the battalion staff with an indication of the mission phases where the platoon may be deficient. Further diagnostic information will be needed if the battalion staff is to determine why the platoon is deficient in its ability to perform a particular phase of mission. The following paragraphs describe this information.

The second aggregation should indicate the extent to which deficiencies are due to Control, Communication, and Execution. Control tasks primarily concern the platoon leader's and platoon sergeant's ability to control the platoon. Communication tasks concern the platoon's internal and external communication procedures. Finally, Execution tasks concern the ability of the platoon leader and tank crews to perform their duties. The offensive and defensive battle run tasks in Tables 1 and 2, respectively, have been classified with respect to these three major task classes. Providing the battalion staff with a summary of the platoon performance on each of these classes of tasks will thus enable the battalion staff to determine whether poor performance is due to the platoon's inability to execute, the platoon leader's inability to lead, or a communication problem.

The third aggregation should describe the vulnerability reduction and engagement techniques. Vulnerability reduction techniques involve the use of cover and concealment, smoke, suppressive fire, evasive maneuvers, and speed of movement to reduce the OPFOR's chances of neutralizing the platoon. Engagement techniques involve the use of fire commands, indirect fire, prioritization of targets, and distribution of fire to quickly and efficiently eliminate the OPFOR. Tables 7 and 8 list the offensive and defensive mission tasks concerned with vulnerability reduction and engagement techniques. Providing the battalion staff with a summary of the platoon's performance with respect to these techniques will enable them to determine whether the platoon's deficiencies correspond to an inability to survive while maneuvering or an inability to eliminate the enemy.

1/ For even finer-grained diagnosis, information about the platoon's performance on the phases, classes of tasks, and techniques can be analyzed with respect to the performing element (i.e., specific tank crews, platoon sergeant, and platoon leader). This analysis would enable the battalion staff to determine the particular element or personnel in need of training. The analysis is however more costly in terms of evaluator and OIC time. Therefore, the OIC should determine that the information will be useful before committing personnel to this finer-grained analysis.

TABLE 7. OFFENSIVE TASKS INVOLVING VULNERABILITY
REDUCTION AND ENGAGEMENT TECHNIQUES

VULNERABILITY REDUCTION TASKS

1. Platoon practices light, noise, and movement discipline (in the Assembly Area).
 2. Platoon optimizes use of terrain.
 3. Platoon maintains radio listening silence.
 4. Tanks communicate by visual signals.
 5. Platoon deploys prior to crossing the Line of Departure.
 6. Overwatch section takes covered, hull-defilade overwatch position.
 7. Bounding section optimizes use of terrain.
 8. Tank drivers use techniques to reduce diesel plumes.
 9. Bounding section moves to defilade upon contact.
 10. Bounding section conducts ATGM evasive maneuver.
 11. Platoon leader designates covered and concealed route for his section to bound.
 12. Platoon leader designates covered and concealed route for other section to bound.
 13. Platoon leader designates routes to positions from which tanks begin final assault on the objective.
 14. Tanks close hatches during assault on the objective.
 15. Platoon occupies objective.
 16. Overwatch section leader issues suppressive fire command.
 17. Overwatch section leader adjusts and shifts suppressive fire.
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ENGAGEMENT TASKS

1. Bounding section on the move engages targets.
2. Bounding section on the move prioritizes targets in order of threat.
3. Bounding section on the move distributes fire on enemy position.
4. Bounding section on the move marks targets with mq or WP.
5. Overwatch section leader issues overwatch section fire command.
6. Overwatch section engages targets from defilade.
7. Overwatch section prioritizes targets in order of threat.
8. Overwatch section distributes fire on the enemy position.
9. Bounding section leader issues bounding section fire command.
10. Bounding section engages targets from defilade.
11. Bounding section (in defilade) prioritizes targets in order of threat.
12. Bounding section distributes fire on the enemy position from defilade.
13. Overwatch section leader requests indirect fire.
14. Platoon leader adjusts and shifts indirect fire on the objective.
15. Platoon leader issues platoon fire command in assault.
16. Platoon on the move engages targets on the objective.
17. Platoon engages targets in priority of threat.
18. Platoon distributes fire on the objective during assault.

TABLE 8. DEFENSIVE TASKS INVOLVING VULNERABILITY
REDUCTION AND ENGAGEMENT TECHNIQUES

VULNERABILITY REDUCTION TASKS

1. Platoon practices light, noise, and movement discipline (in the Assembly Area).
 2. Platoon conducts tactical movement to battle positions.
 3. Platoon optimizes use of terrain.
 4. Platoon leader/sergeant communicate during movement.
 5. Platoon moves into primary battle position.
 6. Platoon lays wire for communication.
 7. Platoon practices light, noise, and movement discipline at battle position.
 8. Platoon leader selects supplemental positions.
 9. Platoon leader briefs platoon on movement to supplemental positions.
 10. Platoon leader controls movement to alternate positions.
 11. Light discipline maintained during movement (to supplemental position).
 12. Designated section overwatches.
 13. Bounding section optimizes use of terrain.
 14. Bounding section leader controls movement during the bound.
 15. Bounding section takes covered, hull-defilade positions at the end of the bound.
 16. Bounding section employs recon-by-fire.
 17. Overwatch section leader issues suppressive fire command.
-

ENGAGEMENT TASKS

1. Platoon acquires all visible targets.
2. Platoon leader requests indirect fire.
3. Platoon leader requests illumination.
4. Platoon uses IR flicker techniques as needed.
5. Platoon leader issues fire command.
6. Platoon engages targets.
7. Platoon prioritizes targets in order of threat.
8. Platoon distributes fire.
9. Overwatch section leader requests indirect fire.

Once presented with the summarized diagnostic information, the battalion staff will have to determine what failure rates warrant concern. These will probably vary by mission phase, class of task, and possibly even technique. The extent of concern for any failure rate obviously will depend upon the particular mission scenario. However, it seems reasonable that any failure rate at or above 50 percent should warrant at least some concern.

Aggregation for qualification. A platoon that is certified as having "qualified" on Table IX should be able to perform a set of basic tasks necessary for the successful completion of its projected combat mission(s). Thus, to be qualified, the platoon's performance must meet or exceed a specified competence (i.e., the qualification standard) on each task included in the qualification set.

In order to implement qualification testing as part of Table IX, three steps are required. The first is to specify the tasks on which the qualification decision will be based. The second is to ensure that a performance standard is available for each task. The third step is to define the aggregation rule that will be used to reach a qualification decision when applied to the set of basic tasks as a whole. As discussed below, we recommend that the S-3/OIC consult Draft FM 17-12-1 (1979) when undertaking each of these steps.

As reflected in Tables 1-5, battle runs can be structured in terms of a large number of different kinds of tasks. As discussed earlier, the S-3/OIC may elect to test the platoon on all of these tasks, or on a selected subset that is consistent with evaluation resources. Similarly, the S-3/OIC have some discretion with respect to those tasks that will be tested for training diagnostic purposes and those that will be used to support qualification. The point is that the tasks required to reach a qualification decision need to be specified from the outset. As an example, the Table IX score sheet illustrated in Table 5 denotes with an asterisk each task that would contribute to the qualification decision. Draft FM 17-12-1 (1979) suggests that these tasks be limited to those involving gunnery per se. Draft FM

2/ U.S. Army Headquarters, U.S. Army Armor Center, Op.cit.

3/ Ibid.

17-12-2, Change 2 (1978)⁴ augments the basic gunnery tasks with those that relate to control of fire, movement techniques, use of terrain, command and control, and reporting procedures. We prefer the former guidance because of the relative objectivity with which standards can be stated and performance evaluated on these platoon gunnery tasks.

Given an agreed upon set of tasks on which to base the qualification decision, each must have its own performance standards. Preceding sections of these guidelines have described procedures for developing such standards. Procedures have also been described for combining: (1) multiple standards associated with a single task into a summary statement about the adequacy of task performance (e.g., whether the OPORD must contain all of its components) and (2) multiple observations of the same task (e.g., whether the platoon must successfully conduct bounding overwatch on each of the [four] occasions it is monitored).

Finally, the S-3/OIC must decide how to aggregate across tasks to reach a qualification decision. At issue is whether they will allow some leeway, qualifying a platoon if it is scored as a GO on most but not all of the qualification tasks. We recommend following the guidance in FM 17-12-1 (1979)⁵ in which the platoon must meet the standards for each task in the specified set in order to be judged as qualified. (Within task aggregation procedures can be made sufficiently lenient to insure that the platoon is not penalized for factors beyond its control that might in some instance degrade its performance [e.g., requiring only four out of five target hits in a particular engagement].)

A sample feedback report form is presented in Table 9. It shows how both qualification and diagnostic data might be summarized.

⁴/ U.S. Army Armor School, Op.cit.

⁵/ U.S. Army Headquarters, U.S. Army Armor Center, Op.cit.

TABLE 9. SAMPLE FEEDBACK FORMS FOR OFFENSIVE TABLE IX

Platoon 1 Company A

I. Qualification

A. Overall Score (circle one): Qualified Unqualified

B. Qualification Tasks Failed/No Go (list):

*Overwatch section engages targets from defilade.
Platoon on the move engages targets on the objective.*

II. Diagnosis

Accompanying scoresheet contains comments and details on tasks failed.

A. Performance in each Phase.

<u>Phase</u>	<u>No. of Tasks UNSAT</u>
I. Preparation and Planning	1
II. Movement to Contact	3
III. Reaction to Contact	2
IV. Assault	2

B. Performance in each class of task.

<u>Class</u>	<u>No. of Tasks UNSAT</u>
Control	0
Communication	3
Execution	6

TABLE 9. SAMPLE FEEDBACK FORMS FOR OFFENSIVE TABLE IX (Cont.)

C. Performance in each major technique.

<u>Technique</u>	<u>No. of Tasks UNSAT</u>
Vulnerability Reduction	4
Engagement	4
Miscellaneous	1

D. Performance by platoon element.

<u>Element</u>	<u>No. of Tasks UNSAT</u>
Platoon	4
Section	3
Platoon leader	1
Section leader	1

E. Diagnostic tasks failed/UNSAT (list):

- I. Platoon leader/sergeant supervises precombat checks. (Exec/misc.)
- II. Platoon maintains radio listening silence. (Commo/Vul.Reduc.)
- II. Tanks and sections communicate by visual signals. (Commo/Vul.Reduc.)
- II. Bounding section optimizes use of terrain. (Exec/Vul.Reduc.)
- III. Bounding section conducts AGM evasive maneuver. (Exec/Vul.Reduc.)
- III. Overwatch section engages targets from defilade. (Exec/Engag.)
- III. Overwatch section leader requests indirect fire. (Commo/Engag.)
- IV. Platoon on the move engages targets on objective. (Exec/Engag.)
- IV. Platoon engages targets in priority of threat. (Exec/Engag.)

CHAPTER V

DOCUMENTATION

The foregoing discussion provides guidance to the S-3/OIC in the planning and conduct of Table IX. If the suggested procedures are followed, the resulting Table IX should proceed smoothly and efficiently, providing the platoon with realistic training and the battalion staff with an accurate assessment of the platoon's competence. Initial implementation of these procedures will require a strong commitment from all involved. Behaviors that have become ingrained over the years will have to be changed and redirected. The evaluation team will have to become proficient in using the observation techniques, scoresheets, T&E Outlines, and aggregation methods. The S-3/OIC will devote a great deal of time and effort to the development of mission scenarios, performance standards, evaluator training procedures, and evaluation forms. The battalion staff will have to become familiar with the new forms in which performance data will be presented. The initial commitment of effort will be substantial.

This effort will have to be repeated each time the Table IX is run unless the procedures are properly documented. Proper documentation is the only way to prevent each new Battalion Commander, S-3, and OIC from having to repeat much of the work of his predecessors. Proper documentation will also enable the battalion staff to implement the Table IX consistently, and in the same manner each time, insuring that the measures and performance data will be comparable from one Table IX to the next. Thus, documentation should be a very important part of the Table IX effort.

We suggest that the S-3 and OIC set up a documentation file for Table IX. Into this file the S-3/OIC should place a clean, clear copy of every document developed for the Table IX, including:

- the "Company Commander's OPORD,"
- the standardized range cards (for Defensive Table IX),
- the Scoresheets,
- the Training and Evaluation Outline(s), and
- the Qualification Reporting Forms (e.g., Table 9).

The file should also contain a write-up of the critical procedures involved in Table IX planning and implementation, including mission scenario selection, task selection, performance standards specification, scenario implementation, evaluator training, and aggregation techniques. For each of these procedures, the write-up should include:

- the purpose of the procedure,
- who was involved,
- where the events occurred,
- when the events occurred,
- how the procedure was carried out,
- the rationale for the method used,
- preceding events that were crucial to the procedure, and
- consequences.

To this description the S-3/OIC should attach any documents stemming from the procedure (e.g., Programs of Instruction, records, or notes) that would be helpful to anyone implementing a Table IX.

When the battalion's Table IX is completed, the S-3 and Battalion Commander should present a copy of the file to the Brigade staff. Keeping the materials on file at Brigade Headquarters will make it available to anyone in the Brigade planning a Table IX. At the time of this presentation the Battalion Commander and S-3 might wish to make a pitch to the Brigade or Division staff for standardizing Table IX at the Brigade or Division level. Doing so would not only make it easier for the battalions to implement Table IX but also make it easier for the Brigade and Division staff to summarize and compare performance throughout the Brigade or Division.

APPENDIX A
RULES AND PROCEDURES FOR WAR GAMING
TABLE IX WITH THE EVALUATION TEAM

In a war game of the Table IX evaluation plan, the evaluation staff plays through the entire battle run (e.g., from assembly area to objective in the offensive Table IX). Using this gaming exercise the evaluators learn about the implementation and scoring problems they might encounter during the battle run and how to solve those problems. The game, coupled with the terrain reconnaissance and TEWT, will ensure that the exercise runs smoothly.

GAME REQUIREMENTS

Personnel:

A controller, familiar with the terrain, the OPORD, the target array composition and locations, and the rules of the war game, will supervise play. If possible the OIC should assume this role.

The players will consist of all evaluators who will participate in the Table IX exercise. If the number of evaluators is greater than four, the evaluators should pair off into teams of two. In this case "a player" would be two evaluators.

Equipment:

A two-dimensional or three-dimensional terrain game board of a large enough scale to allow players to comfortably and easily pick out critical details will be used as the playing surface. (A 1:3000 scale works well.)

Different tokens (to scale if possible) will represent threat weapons or targets. Scaled tokens will also represent the light section and the heavy section in the friendly platoon. There should be a sufficient quantity for each player (or pair of evaluators) to have a heavy section and a light section, and for the controller to have a light and a heavy section. Each player's tokens should be distinctively marked.

An OPORD, mission task analysis (see Tables 1 and 2), and preliminary versions of the Training and Evaluation Outline (see Table 5) should be available for each evaluator.

OVERVIEW OF THE GAME

The platoon for this exercise will consist of five M60A1 tanks with add-on stabilization (AOS). Proceeding in alphabetical order, each player will provide recommendations as to the best move or behavior for the platoon in a given location and situation (e.g., light section moves into overwatch at _____ location or bounding section engages on the move). The player may move either the whole platoon or just a section. After each player has had the opportunity to make a recommendation, all the moves will be discussed until consensus is reached as to the best move. The controller's tokens will then be positioned to represent the consensus position and the players will make recommendations as to the platoon's best behavior from the new (consensus) position. This will continue until the objective is taken. These moves are intended to represent how an experienced and fully qualified platoon would run the exercise. As such, they are the standards by which the platoons in the real Table IX will be judged.

PLATOON BATTLE RUN GAME RULES

Prior to the play of this game all evaluators should be familiar with the list of selected mission tasks and the Training and Evaluation Outline. They will need to have these available to mark down comments throughout the play of the game.

The following rules control play of the game during the exercise. The evaluators should be familiar with the rules but should not attempt to memorize them all. The controller will remind them of rules as needed.

Assembly Area

The players and controller begin the game by listing the tasks the platoon is to perform in the assembly area. For each task an explicit and agreed upon decision is made as to what will be considered standard level performance. Where possible the players should actually go through the task. For example, a platoon leader's OPORD should be given and discussed until consensus is reached as to what the standard platoon leader's OPORD should be.

The players and controller should also discuss the general and specific procedures for evaluating the assembly

area tasks. This discussion should cover when and how each Assembly Area task will be evaluated. Once these procedures are finalized the players and controller should turn their attention to the movement/firing phases of the battle run game.

Movement

Assume that the platoon has three general speeds: "All Out," "Moderate," and "Slow." Obviously, the platoon's movement speed will vary according to the conditions. Depending upon vulnerability, players may wish to move quickly or slowly. The platoon will not be able to move as quickly through wooded areas as it does in the clear open areas. For wooded areas, the tank's fastest speed will vary from "Moderate" to "Slow" depending upon how heavily wooded the area is; for clear, open areas the platoon's fastest speed will be "All Out." When the player makes a move, he should indicate the speed of the tanks on that move and where the platoon or section stops.

Indirect Fire

Before the game begins the players will indicate their schemes of maneuver and indirect fire plans (preplotted targets) on a small map. Once the game begins they may call for the preplotted fires, or shift from the preplots, or request indirect fire on new coordinates. The time for the artillery to arrive will depend upon the extent to which the coordinates were preplotted. As much as possible, the controller should handle all indirect fire requests as they would be handled on Table IX.

Engagement

Since the tanks in this exercise are equipped with AOS, they may move and fire at the same time. When firing, players should announce the weapon, rate of fire, and ammo for each section. If a fire command would be given, they should state the fire command as it should be given. Units can fire on targets only if line of sight to the target is available.

The Controller

The controller will have final say on all questions. He will determine when a target is visible based on the consensus move and the terrain, and whether a given location affords hull-defilade positions. If smoke and indirect fire are used he will also determine when they are available and when they arrive.

Following the achievement of consensus on a given move, the controller will lead the discussion of how that move, and other possible behaviors the platoon might display, are to be evaluated during the real Table IX. The controller should offer suggestions to help the players determine the standards of performance for the Table IX behaviors.

Play of the Game

The evaluation staff plays using the scenario, missions, OPORD, control and evaluation plans written for the battle run. The terrain, objective, boundaries, threat/ target types and locations are exactly the same as will be used in the battle run. The evaluators, using the same maps, overlays, and instructions that the platoon leaders will use in the battle run, devise a scheme of maneuver and plan indirect fire. The evaluators then discuss the assembly area tasks and their standards and evaluation procedures. Following this discussion the evaluators play through the movement and firing phases of the game.